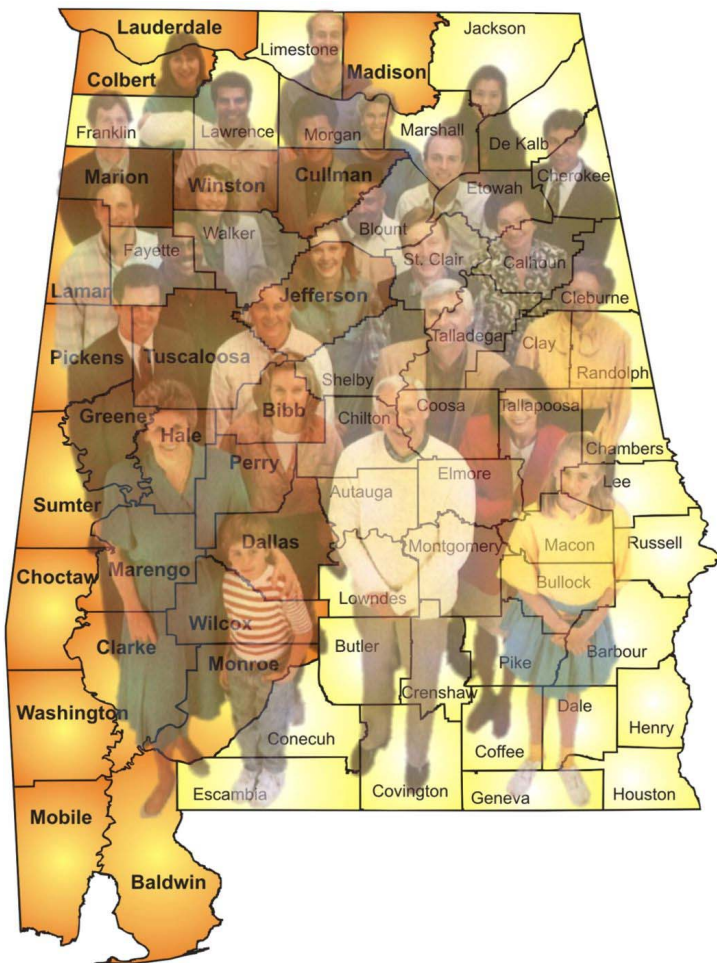


Economic Recovery Strategy for Alabama Counties Impacted by Hurricane Katrina



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ECONOMIC AND COMMUNITY AFFAIRS

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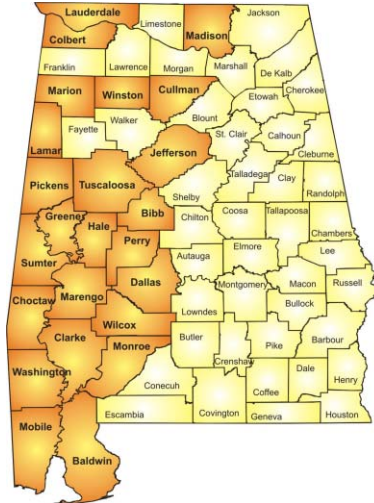


Commissioned by the
Alabama Department of Economic and Community Affairs

March 2007

Center for Business and Economic Research, The University of Alabama
University Center for Economic Development, The University of Alabama
Economic and Community Development Institute, Auburn University

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for the
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March 2007

by

Center for Business and Economic Research, The University of Alabama
University Center for Economic Development, The University of Alabama
Economic and Community Development Institute, Auburn University

Samuel Addy
Center for Business and
and Economic Research
The University of Alabama
Box 870221
Tuscaloosa, Alabama 35487-0221
Phone: 205-348-6191
Fax: 205-348-2951
saddy@cba.ua.edu

Nisa Miranda
University Center for
Economic Development
The University of Alabama
Box 870138
Tuscaloosa, Alabama 35487-0138
Phone: 205-348-7058
Fax: 205-348-6974
nmiranda@aitc.ua.edu

Joe Sumners
Economic and Community
Development Institute
Auburn University
3354 Haley Center
Auburn University, Alabama 36849
Phone: 334-844-4704
Fax: 334-844-4709
sumneja@auburn.edu

Contributors to the Report

Center for Business and and Economic Research

Samuel Addy
Lottie Burleson
Kathy Banks
Ahmad Ijaz
Sherry Lang
Carolyn Trent
Annette Watters

University Center for Economic Development

Nisa Miranda
Karla Jordan
Martha Whitson

Economic and Community Development Institute

Mike Easterwood
Joe Sumners

Other contributors in addition to those listed above are Ms. Maureen Neighbors of the Alabama Department of Economic and Community Affairs and Ms. Vickie Locke, Project Director.

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Contents

Executive Summary	i
Chapter 1. Existing Conditions Analysis	1
Chapter 2. Population Projections and Economic Forecasts	46
Chapter 3. Damage Assessments and Impacts	73
Chapter 4. Hurricane Katrina Strategic Plan for Economic Recovery	80
Chapter 5. Literature Review of Best Practices of Disaster Mitigation Strategies	93
Chapter 6. Capacity Development	100
Chapter 7. Recommendations	116
Appendix – Methodology	119
Appendix – CEDS Summary	125
Appendix – Economic Development Agencies	186
Appendix – Available Buildings and Sites	198

Executive Summary

This report, related to U.S. Department of Commerce Economic Development Administration (EDA) project number 04-88-05668, is a strategy document that outlines the current situation, projected resource and policy requirements, measurable goals and objectives, and recommendations for full economic recovery and sustained progress for the 24 Alabama counties that experienced damage from Hurricane Katrina. The counties are Baldwin, Bibb, Choctaw, Clarke, Colbert, Cullman, Dallas, Greene, Hale, Jefferson, Lamar, Lauderdale, Madison, Marengo, Marion, Mobile, Monroe, Perry, Pickens, Sumter, Tuscaloosa, Washington, Wilcox, and Winston. Also presented are the economic and fiscal impacts of Hurricane Katrina damage on Alabama and the 24 counties. Included with this hardcopy of the report is a compact disk (CD) that contains various referenced material, the data and other files used for this report, and an electronic copy of the report itself.

Analysis of socioeconomic trends and dynamics for the counties using selected demographic and economic indicators showed that four counties—Baldwin, Jefferson, Madison, and Tuscaloosa—have outperformed the state as a whole. Three others—Cullman, Lauderdale, and Mobile—have more or less kept pace with the state and the remaining 17 have underperformed. Variables considered in the assessment include labor force, employment (persons employed), unemployment, underemployment, population, housing units, per capita income, average wage per job, poverty, educational attainment, real output, wage and salary employment (jobs), and business sales. Trends in these variables were analyzed for the period from 1990 to 2004 or to 2005, depending on data availability.

Population projections and forecasts of real economic output and employment were made for the 24 counties in the study in five-year intervals through 2030. Economic forecasts were for industry sectors using the one-digit SIC (Standard Industrial Classifications) codes. Real output (or real economic output) for each county is defined as the total value of goods and services produced and is similar to the concept of gross domestic product (GDP) for the nation. Output is presented in 1996 dollars in order to adjust for inflation or any price changes that can vary across geographical areas. Baldwin County is expected to lead both population and economic growth over the 25-year projection period from 2005 to 2030.

Six counties are projected to experience population growth of 20 percent or higher; Baldwin (65 percent), Bibb (39.8 percent), Cullman (32.6 percent), Madison (25 percent), Tuscaloosa (21.2 percent), and Hale (20.5 percent). Counties that will add the most new residents rounded to the nearest 10 are Baldwin, 105,760; Madison, 74,680; Mobile, 47,330; Jefferson 42,450; and Tuscaloosa, 35,790. Only Greene County is expected to lose residents and 14 counties will have population growth below 10 percent.

Real output and jobs will increase in all counties over the forecast period. Baldwin County's real output will be 122 percent higher in 2030 than in 2005, followed by Hale with 118 percent, Cullman and Marion with 110 percent each, Jefferson with about 106 percent, and Tuscaloosa with 97 percent. Lamar County will have the lowest output growth with 30.1 percent. Employment in terms of jobs located in each county will grow from 15 percent for Perry County to 96 percent for Baldwin County. Rounding up the top job growth counties are Cullman (79 percent), Tuscaloosa (78 percent), and Jefferson (70 percent).

The Hurricane Katrina damage assessments total of \$139.7 million was less than 0.1 percent of the \$151.6 billion Alabama gross state product (GSP) in 2005. Debris clearance totaled \$61.4 million, 44 percent of the total. Buildings and equipment damage was \$30.7 million, followed by \$26.8 million for utilities and \$5.8 million in road system damage. By county, Hurricane Katrina damage ranged from \$71,250 for Wilcox to \$81.3 million for Mobile. About 86 percent of the damage assessed was in Baldwin and Mobile counties; Baldwin's was \$38.3 million and the remaining 22 counties had total damage of \$20 million.

The distribution of damage varied by county; for example, damage to utility systems was more than a third of the total for Baldwin County, but just about 3 percent for Mobile County. Anecdotal evidence suggests that Mobile County may have built more hazard resistant utility systems in response to past storms. This indicates that Baldwin and other counties in disaster prone areas might consider similar approaches to minimize future damage. Restoration or replacement may not be sufficient to mitigate future hazards—complete redesign and construction may be warranted. Hazard resistant standards may be costly, but they minimize future damage and debris clearance costs.

The statewide economic impacts of the damage assessments were 2,972 direct and indirect jobs (0.144 percent of the state total in 2005), \$94.5 million in earnings to Alabama households (0.135 percent of total state wage and salary income), and \$305.6 million in output (0.202 percent of Alabama GSP).^{*} Accompanying these impacts were \$5.4 million in lost state taxes—\$3.8 million in income and \$1.6 million in sales tax receipts—and between \$1.6 million and \$2.2 million in lost local sales taxes, which is most likely to be about \$2.1 million. The total tax loss of about \$7.4 million was 0.143 percent of statewide income and sales taxes in 2005. The economic and fiscal impacts are therefore minor from a statewide perspective, but they are significant for Baldwin and Mobile counties because they bore most of the damage. Dallas County suffered the least impacts and Mobile County had the most.

It is important to note that damage impacts can be localized as indicated by reports of how Hurricane Katrina extensively damaged Bayou La Batre in Mobile County. Serious local damage can have far-reaching impacts beyond the economic and fiscal ones highlighted in the preceding paragraph. For example, cultural and community assets such as institutions and relationships can be destroyed. These represent soft and irreplaceable assets whose impacts are nonetheless real, though extremely difficult to place monetary values on or quantify. The impacts presented are therefore not comprehensive and are just the economic and fiscal impacts of identified damage.

A summary of economic development strategies for the 24 counties affected by Katrina is provided in tabular format in the Appendix organized by region and with information presented by county or city/township. Included is a listing of priority projects by category of development emphasis (infrastructure, workforce development, economic development, etc) with accompanying funding source, leadership responsibility, and project benchmark and timeframe. This format provides an accessible reference guide to the detailed information found in the individual comprehensive economic development strategy (CEDS) regional documents provided by the Alabama Association of Regional Councils' Planning Task Force and the 12 regions.

^{*} The Regional Input-Output software, RIMS II, developed by the U.S. Department of Commerce's Bureau of Economic Analysis, is used to estimate the impacts.

By current employment statistics, manufacturing is the dominant economic sector for 12 of the 24 Katrina counties. Nine counties are non-specialized (or mixed) economies and three are services-dominant economies. By number of establishments, retail trade businesses dominate in 19 of the 24 Katrina counties and the services sector leads in five. Employment projections by the Alabama Department of Industrial Relations indicate that services will be the major job provider for workforce investment areas that the 24 counties belong to. The economic forecasts made for the counties point to manufacturing being the most important job-providing sector in Choctaw, Clarke, Lamar, Marengo, Marion, Monroe, Washington, Wilcox, and Winston counties. Services will drive job growth for Cullman, Dallas, Greene, Hale, Jefferson, Madison, Mobile, Perry, Pickens, Sumter and Tuscaloosa. Trade will lead job growth in Baldwin, Colbert and Lauderdale counties. Bibb County job growth will be focused on government sector job growth.

Broad and county-specific economic development goals and activities are presented. In addition, information on currently available buildings and commercial/industrial sites for the 24 Katrina affected counties is provided in the Appendix. Physical address is provided, to facilitate GPS and latitude/longitude location identification, as well as size of building/site and proximity to 4-lane highway(s) and/or interstate. This information is available on websites maintained by the Alabama Power Company and the Economic Development Partnership of Alabama.

For long range planning, the Alabama Department of Economic and Community Affairs (ADECA) contracted with Smart Coast to review coastal damage assessments, review coastal Hazard Mitigation Plans, prioritize coastal re-development projects, identify local, regional, and state agencies required to implement strategies, and assemble a long range planning team. Smart Coast utilized a public information campaign to build community awareness and involvement in the planning process. Detailed information can be found at the Smart Coast website:
<http://www.smartcoast.org/index.htm>.

ADECA also contracted with Woods Research, Incorporated (WRI), to provide a comprehensive housing needs analysis for Baldwin and Mobile counties. WRI gathered data to determine the post Katrina housing needs of all income groups, especially lower income groups. Special efforts were made to determine the post Katrina housing needs of homeless individuals and families for both emergency shelter and transitional housing. In addition, WRI undertook an assessment of efforts being made to: (1) prevent low-income families with children from becoming homeless, (2) help homeless persons and families transition to permanent housing, and (3) address priority housing and special supportive needs of persons who are not homeless (such as elderly, frail elderly, persons with disabilities, persons with alcohol or other drug addiction, persons with HIV/AIDS) and their families, and public housing residents. WRI also reviewed residential building codes regarding storm proof and mold resistant housing as well as data and research available on the trends in relocation to and from storm-impacted areas. The full report is archived on the CD accompanying this report.

A literature search was utilized to collect information on best practices for developing appropriate and effective hazard mitigation, response, and recovery plans. Search parameters focused on policies and strategies that encourage the development of disaster resistant communities, and support capacity development to sustain business continuity and economic sustainability. The review indicates that many states and regions provide good examples of approaches, governance and planning structures, and operational strategies for mitigation, response, and recovery. The states of California, Florida, and North Carolina and the two regions of Charleston County, South Carolina, and Houston/Galveston, Texas demonstrated innovative and effective ideas and purposeful

implementation of mitigation systems that responds to change and encourages sustainable growth. They clearly emphasized the need for the authority of the Governor's office to facilitate inter-agency collaboration and for all entities involved in the delivery of service to utilize technology to support communication and information transfer. Planning takes place at the local, regional and state levels, requiring priority attention be given to the integration of these plans with other planning efforts.

The major economic development organizations for each of the 24 Katrina-impacted counties were analyzed to determine the capacities of the organization and to identify needed training or technical assistance each organization might need to perform at a more effective level. The analysis was conducted by telephone interviews with organizational administrators and statewide organization association staff members. Based on the findings of the capacity development survey, the rank-ordered needs for each organization type are summarized below:

Regional Planning and Development Commissions:

1. Alabama-specific economic development issues (how to address or respond to Alabama-specific or region-specific economic development issues).
2. Training in economic development finance.
3. Assistance in how to better assist rural and small towns in economic development approaches and strategies.
4. Understanding the basics of economic development and the economic development process.

Chambers of Commerce:

1. Basics of community infrastructure (water, sewer, electricity, etc.): general understanding of how community infrastructure works.
2. Understanding of the basics of the economic development process: business and industrial recruiting, chamber roles in the development process, etc.
3. Working with existing businesses and industries.
4. Alabama-specific economic development issues (how to address and respond to Alabama-specific economic development issues).

Economic Development Alliances, Foundations, Authorities, Offices, Agencies, and Boards:

1. Training in economic development finance.
2. Understanding the basics of the economic development process.
3. Alabama-specific economic development issues (how to address and respond to Alabama-specific economic development issues).
4. Assistance in how to better assist rural and small town economic development approaches and strategies.

Recommendations to improve and enhance Alabama's capabilities of mitigating hazards include:

- Build local capacity through leadership development, strategic planning, and training
- Improve *communication* on hazard mitigation at all levels
- Build *disaster resistant* infrastructure
- Improve local resistance to natural disasters
- Improve information on existing conditions and future development needs
- Improve economic response and recovery from natural disasters and economic downturns
- Promote more efficient use of available existing buildings, sites, facilities, and infrastructure.

Chapter 1. Existing Conditions Analysis

This section examines selected demographic and economic indicators for each of the 24 Alabama counties that had damage from Hurricane Katrina. The analysis assesses socioeconomic trends and dynamics for each county. Variables considered in this section include labor force, employment (persons employed), unemployment, underemployment, population, housing units, per capita income, average wage per job, poverty, educational attainment, real output, wage and salary (or payroll) employment, and business sales. Trends in some of these variables are analyzed for the period from 1990 to 2004 or to 2005, depending on data availability. Real output (or real economic output) is defined as the total value of goods and services produced in a region—similar to the concept of gross domestic product (GDP) for the nation—and are presented in 1996 dollars in order to adjust for inflation or any price changes that can vary across geographical areas.

Baldwin County

Table 1-1 shows selected economic and demographic variables for Baldwin County. Baldwin County was the second fastest growing county in Alabama between 1990 and 2000, adding 42,135 residents for an increase of 42.9 percent. The county's resident population gain of 15.8 percent from 2000 to 2005 far exceeds the 2.5 percent for the state. Population of the coastal cities of Gulf Shores and Orange Beach surged by almost 3,500 during this time, while Daphne, Fairhope, Foley, and Robertsdale all saw strong gains. Baldwin County's labor force grew more rapidly than its population during the decade of the 1990s, rising 51.6 percent. However, the recession of 2001 caused civilian labor force and number of employed county residents to decline in 2001 and 2002. Overall, the labor force and employment each grew by 9.4 percent from 2000 to 2005, with employment rising by 6,400. The county's unemployment rate has consistently been below the Alabama rate; unemployment of 3.3 percent in 2005 compared to 4.0 percent statewide. About 2,530 unemployed and 17,700 underemployed workers who would consider moving to a better job if one became available constitute an available labor pool of around 20,230 residents to supply new and expanding businesses in Baldwin County.

Baldwin County had a 2005 population of 162,586 living in 66,976 households. Occupied housing units rose by 11,640 (21.0 percent) between 2000 and 2005, much faster than the 15.8 percent population growth during the same period. The 22,924 vacant housing units in 2005 was 25.5 percent of the total housing stock; this unusually large share results from the county's role as a vacation destination, with seasonal rental property and second homes that are not always occupied. The Census Bureau's special Katrina tabulation of Baldwin County's household population as of January 1, 2006 found that it had increased by about 220 since July 1, 2005 despite the hurricane.

Per capita income grew faster in Baldwin County than across the state between 1990 and 2000, but gains slowed to just 8.2 percent from 2000 to 2004—half the statewide increase of 16.5 percent. Still, per capita income of \$28,269 in 2004 amounted to 102 percent of the Alabama average and ranked ninth among the state's 67 counties. Average wages rose by 23.5 percent between 2000 and 2005, faster than the statewide increase of 19.4 percent. Annual wage growth accelerated to 4.8 percent in 2004 and 5.9 percent in 2005. The 2000 Census found 10.1 percent of Baldwin County residents living in poverty, well below the Alabama rate of 16.1 percent. The share of individuals in poverty stood at 10.0 percent in 2004. Educational attainment improved substantially in Baldwin

Table 1-1. Baldwin County existing conditions review

	1990	2000	2001	2002	2003	2004	2005
Civilian labor force	46,360	70,300	69,850	69,577	72,681	74,912	76,943
Change		23,940	-450	-273	3,104	2,231	2,031
Percent change		51.6	-0.6	-0.4	4.5	3.1	2.7
Employment	43,910	68,009	67,118	66,460	69,479	71,564	74,410
Change		24,099	-891	-658	3,019	2,085	2,846
Percent change		54.9	-1.3	-1.0	4.5	3.0	4.0
Unemployment	2,450	2,291	2,732	3,117	3,202	3,348	2,533
Unemployment rate	5.3%	3.3%	3.9%	4.5%	4.4%	4.5%	3.3%
Underemployment						11,105	17,696
Underemployment Rate (%)						14.7	23.5
Population	98,280	140,415	144,902	148,022	151,568	156,688	162,586
Change		42,135	4,487	3,120	3,546	5,120	5,898
Percent change		42.9	3.2	2.2	2.4	3.4	3.8
White		123,316	127,375	130,225	133,727	138,278	143,680
Black		14,522	14,945	15,208	15,438	15,766	16,139
Total Housing Units	50,933	74,285	77,687	79,669	81,694	85,380	89,900
Occupied	37,044	55,336	57,877	59,353	60,862	63,608	66,976
Change		18,292	2,541	1,476	1,509	2,746	3,368
Percent change		49.4	4.6	2.6	2.5	4.5	5.3
Vacant	13,889	18,949	19,810	20,316	20,832	21,772	22,924
Per capita income (\$)	15,656	26,119	26,468	26,920	27,142	28,269	
Change		10,463	349	452	222	1,127	
Percent change		66.8	1.3	1.7	0.8	4.2	
Average wage per job (\$)	14,934	22,473	23,278	24,225	24,994	26,195	27,752
Change		7,539	805	947	769	1,201	1,557
Percent change		50.5	3.6	4.1	3.2	4.8	5.9
Individuals in Poverty (%)	14.3	10.1	11.1	10.7	10.1	10.0	
Educational Attainment (percent of population 25 years and over)							
High school or more	73.2	82.0					
Bachelor's or more	16.8	23.1					
Real Output (\$, Millions 1996)							
Total	743	1,574	1,625	1,692	1,743	1,824	1,897
Manufacturing	145	191	188	188	189	197	204
Mining	3	9	10	8	8	8	7
Construction	41	163	169	177	181	190	200
Trade	146	326	340	353	365	384	401
Services	169	393	414	433	446	463	478
FIRE	41	128	129	133	138	147	153
TCPU	40	72	73	73	74	78	81
Government	151	271	282	305	318	331	343
AFFF	8	21	22	22	25	28	30
Wage & salary employment (jobs)							
Total	39,147	69,042	71,423	73,718	75,507	78,100	80,570
Manufacturing	5,587	6,158	6,007	6,012	6,034	6,232	6,399
Mining	148	197	241	208	206	205	189
Construction	2,195	5,983	6,072	6,303	6,413	6,671	6,978
Trade	9,297	18,430	19,522	20,026	20,549	21,300	22,004
Services	10,385	18,705	19,602	20,297	20,807	21,429	21,997
FIRE	2,891	6,774	7,124	7,460	7,786	8,142	8,505
TCPU	1,556	2,450	2,416	2,435	2,454	2,559	2,649
Government	6,228	9,025	9,117	9,655	9,928	10,221	10,504
AFFF	860	1,320	1,321	1,321	1,329	1,339	1,343
Total Business Sales (\$ Millions)							5,642

Note: Acronyms are for Finance, Insurance, and Real Estate (FIRE); Transportation, Communications, and Public Utilities (TCPU); and Agricultural, Forestry, Fisheries, and Farming Services (AFFF). Data not available due to suppression are indicated by n.a.

Source: Alabama Department of Industrial Relations; Global Insight; Dun & Bradstreet; U.S. Bureau of Economic Analysis; U.S.

Bureau of Labor Statistics; U.S. Census Bureau; and Center for Business and Economic Research, The University of Alabama.

County between 1990 and 2000. At 82.0, the percent of residents aged 25 and over with at least a high school education in 2000 is well above the statewide average of 75.3 percent. The 23.1 percent share with a bachelor's degree or above compares favorably to the state's 19.0 percent.

Baldwin County's economy really took off between 1990 and 2000, with real output measured in 1996 dollars surging 111.8 percent and wage and salary jobs located in the county increasing by 76.4 percent. The 2000 to 2005 period has seen more moderate gains of 20.5 percent in real output and 16.7 percent in wage and salary employment, with the addition of about 11,530 jobs. Manufacturing has declined in importance since 1990, with its share of output falling from 19.5 percent of the total in 1990 to 10.8 percent in 2005 and employment dropping from 14.3 percent of the total to 7.9 percent. Real estate development prompted strong growth in the finance, insurance, and real estate sector; this sector saw the largest percentage increase in jobs between 2000 and 2005. Employment and output in the county's large wholesale and retail trade and services sectors have shown moderate increases since 2000. Trade and services each accounted for 27.3 percent of Baldwin County jobs in 2005. Business sales in the county totaled \$5.6 billion in 2005.

Bibb County

Table 1-2 presents the selected economic and demographic variables for Bibb County. The county saw strong population growth between 1990 and 2000, adding 4,250 residents for a gain of almost 26 percent. While part of this increase can be attributed to the opening of a new state prison in 1997, the county's growing role of providing bedroom communities for people working in the Birmingham area also was a factor. Bibb County was added to the Birmingham-Hoover metropolitan area after the 2000 Census found that more than 25 percent of its workers commuted to Jefferson and Shelby counties to work. At 3.3 percent, population growth from 2000 to 2005 was above the state's 2.5 percent increase. The labor force experienced a 17.3 percent increase in the period from 1990 to 2000 and a 2.9 percent gain between 2000 and 2005. Employment of county residents grew by a larger 3.7 percent from 2000 to 2005, adding about 300 workers. Both the labor force and employment peaked in 2001 and turned down sharply in 2002. By 2005, neither was back up to its 2001 level. With employment growing more rapidly than the labor force since 2002, the unemployment rate slid from its 2002 peak of 6.5 percent to a state-average 4.0 percent in 2005. About 360 unemployed residents and 2,780 underemployed workers who would consider moving to a better job if one became available constitute a labor pool of more than 3,100 to supply new and expanding businesses in Bibb County.

Bibb County had a 2005 population of 21,516 living in 7,624 households. The number of occupied housing units rose by 203 between 2000 and 2005, an increase of 2.7 percent. There were an estimated 952 vacant units in 2005, accounting for 11.1 percent of the county's total housing stock. Per capita income of \$20,320 in 2004 amounted to 73 percent of the Alabama average and ranked 60th among the state's 67 counties. Per capita income grew at a slower rate in the county than in the state between 2000 and 2004. Average wages rose more rapidly in Bibb County than across the state from 2000 to 2005, with an increase of 25.0 percent comparing to 19.4 percent statewide. The 2000 Census found 20.6 percent of the county's population living in poverty, above the Alabama rate of 16.1 percent. Educational attainment improved in Bibb County between 1990 and 2000. However, the 63.2 percent share of residents 25 and older with at least a high school education in 2000 is well below the statewide average of 75.3 percent and just 7.1 percent of residents had a bachelor's degree or higher compared to 19.0 percent statewide.

Table 1-2. Bibb County existing conditions review

	<u>1990</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>
Civilian labor force	7,370	8,643	9,150	8,990	8,907	8,891	8,897
Change		1,273	507	-160	-83	-16	6
Percent change		17.3	5.9	-1.7	-0.9	-0.2	0.1
Employment	6,690	8,237	8,586	8,409	8,414	8,442	8,539
Change		1,547	349	-177	5	28	97
Percent change		23.1	4.2	-2.1	0.1	0.3	1.1
Unemployment	680	406	564	581	493	449	358
Unemployment rate (%)	9.2	4.7	6.2	6.5	5.5	5.1	4.0
Underemployment						1,619	2,778
Underemployment Rate (%)						23.5	32.5
Population	16,576	20,826	21,058	21,049	21,188	21,290	21,516
Change		4,250	232	-9	139	102	226
Percent change		25.6	1.1	0.0	0.7	0.5	1.1
White		16,042	16,168	16,105	16,240	16,315	16,519
Black		4,624	4,756	4,804	4,812	4,839	4,845
Total Housing Units	6,404	8,345	8,494	8,533	8,554	8,578	8,576
Occupied	5,745	7,421	7,551	7,586	7,605	7,626	7,624
Change		1,676	130	35	19	21	-2
Percent change		29.2	1.8	0.5	0.3	0.3	0.0
Vacant	659	924	943	947	949	952	952
Per capita income (\$)	12,465	17,724	17,965	18,520	19,182	20,320	
Change		5,259	241	555	662	1,138	
Percent change		42.2	1.4	3.1	3.6	5.9	
Average wage per job (\$)	14,436	22,118	23,319	24,429	25,151	26,758	27,645
Change		7,682	1,201	1,110	722	1,607	887
Percent change		53.2	5.4	4.8	3.0	6.4	3.3
Individuals in Poverty (%)	21.2	20.6	18.2	17.7	16.8	17.1	
Educational Attainment (percent of population 25 years and over)							
High school or more	51.8	63.2					
Bachelor's or more	4.7	7.1					
Real Output (\$, Millions 1996)							
Total	103	130	134	136	145	134	139
Manufacturing	30	24	24	24	24	24	24
Mining	1	n.a.	1	1	1	1	0
Construction	8	22	22	22	22	23	24
Trade	13	15	15	15	16	16	17
Services	13	19	20	20	27	15	19
FIRE	3	4	3	4	4	4	4
TCPU	9	9	9	9	9	9	9
Government	23	37	38	40	40	40	40
AFFF	2	n.a.	1	1	2	2	2
Wage & salary employment (jobs)							
Total	5,321	5,829	5,920	5,983	6,039	6,112	6,180
Manufacturing	1,719	1,030	1,007	1,007	1,007	1,009	1,011
Mining	48	n.a.	25	14	14	13	8
Construction	369	850	837	847	865	889	911
Trade	779	897	908	925	943	969	993
Services	854	1,178	1,186	1,192	1,204	1,217	1,231
FIRE	197	245	235	237	240	244	247
TCPU	248	310	312	315	317	315	316
Government	1,011	1,319	1,337	1,371	1,374	1,379	1,385
AFFF	96	n.a.	73	74	75	77	78
Total Business Sales (\$ Millions)							303

Note: Acronyms are for Finance, Insurance, and Real Estate (FIRE); Transportation, Communications, and Public Utilities (TCPU); and Agricultural, Forestry, Fisheries, and Farming Services (AFFF). Data not available due to suppression are indicated by n.a.

Source: Alabama Department of Industrial Relations; Global Insight; Dun & Bradstreet; U.S. Bureau of Economic Analysis; U.S.

Bureau of Labor Statistics; U.S. Census Bureau; and Center for Business and Economic Research, The University of Alabama.

Bibb County's economy showed strong growth between 1990 and 2000, with real output measured in 1996 dollars rising by 26.2 percent and the number of jobs located in the county increasing by over 500 (9.5 percent). The county's developing construction, services, and government sectors were the largest contributors to this expansion. The economy continued to expand between 2000 and 2005, with output rising 6.9 percent and wage and salary employment up 6.0 percent (350 jobs). The manufacturing sector saw output and employment drop between 1990 and 2000 and was flat from 2000 to 2005. Construction, trade, government and services all contributed to both output and job growth over the last five years. Business sales in Bibb County totaled \$303 million in 2005.

Choctaw County

Table 1-3 presents selected economic and demographic variables for Choctaw County. The county's population declined across the study period, with a loss of 0.6 percent of its residents between 1990 and 2000 and a much larger 7.0 percent drop from 2000 to 2005. A special Katrina tabulation of the county's household population by the Census Bureau reported the further loss of 219 residents between July 1, 2005 and January 1, 2006. The labor force shrank by 6.4 percent in the period from 1990 to 2000 and 14.7 percent between 2000 and 2005. Employment of Choctaw County residents has fell by about 880 over the latter period. The unemployment rate improved from 12.7 percent in 1990 to 5.8 percent in 2000. With employment falling faster than the labor force in 2002 and 2003, however, the 2003 unemployment rate rose to 9.4 percent. Despite an improving employment picture, the 2005 unemployment rate of 6.1 percent was well above the Alabama rate of 4.0 percent. About 325 unemployed residents and 1,390 underemployed workers who would consider moving to a better job constitute an available labor pool of more than 1,700 to supply new and expanding businesses in Choctaw County.

Choctaw County had a 2005 population of 14,807 living in 6,525 households. The number of occupied housing units rose 2.5 percent (162 units) between 2000 and 2005. There were an estimated 1,511 vacant housing units in 2005, roughly 18.8 percent of the county's total housing stock. Per capita income of \$22,389 in 2004 was 81 percent of the Alabama average and ranked 44th among the state's 67 counties. Per capita income grew at a slower rate in the county than in the state between 2000 and 2004. Average wages rose more rapidly across the state in both the 1990 to 2000 and 2000 to 2005 time periods. Still, wages in Choctaw County increased an above-average 6.6 percent in 2005 and amounted to 117 percent of wages statewide. The 2000 Census found 24.5 percent of the county's population living in poverty; well above the Alabama rate of 16.1 percent. The poverty rate fell to an estimated 20.2 percent in 2004. Educational attainment improved in Choctaw County between 1990 and 2000. However, the 65.0 percent share of residents 25 and older with at least a high school education in 2000 is below the statewide average of 75.3 percent and the 9.6 percent of residents with a bachelor's degree or higher is far below the 19.0 percent statewide.

Choctaw County's economy declined between 1990 and 2000, with real output measured in 1996 dollars falling by 6.3 percent and the number of jobs located in the county decreasing by over 900 (13.7 percent). The county's manufacturing sector lost 1,000 jobs and saw output plummet 20.5 percent during the 1990s. Economic growth picked back up in 2002, propelled by strong gains in construction and modest increases in trade, services, and government. The county added about 200 wage and salary jobs between 2000 and 2005, an increase of 3.5 percent. Business sales in Choctaw County totaled \$1.1 billion in 2005.

Table 1-3. Choctaw County existing conditions review

	<u>1990</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>
Civilian labor force	6,660	6,231	5,913	5,759	5,673	5,482	5,314
Change		-429	-318	-154	-86	-191	-168
Percent change		-6.4	-5.1	-2.6	-1.5	-3.4	-3.1
Employment	5,810	5,870	5,529	5,286	5,142	5,038	4,989
Change		60	-341	-243	-144	-104	-49
Percent change		1.0	-5.8	-4.4	-2.7	-2.0	-1.0
Unemployment	850	361	384	473	531	444	325
Unemployment rate (%)	12.7	5.8	6.5	8.2	9.4	8.1	6.1
Underemployment						1,058	1,389
Underemployment Rate (%)						25.0	27.3
Population	16,018	15,922	15,729	15,469	15,334	15,138	14,807
Change		-96	-193	-260	-135	-196	-331
Percent change		-0.6	-1.2	-1.7	-0.9	-1.3	-2.2
White		8,788	8,705	8,565	8,506	8,393	8,248
Black		7,041	6,973	6,852	6,779	6,694	6,505
Total Housing Units	6,789	7,839	7,974	8,007	8,025	8,050	8,036
Occupied	5,747	6,363	6,475	6,502	6,516	6,537	6,525
Change		616	112	27	14	21	-12
Percent change		10.7	1.8	0.4	0.2	0.3	-0.2
Vacant	1,042	1,476	1,499	1,505	1,509	1,513	1,511
Per capita income (\$)	12,552	19,522	19,601	20,660	21,399	22,389	
Change		6,970	79	1,059	739	990	
Percent change		55.5	0.4	5.4	3.6	4.6	
Average wage per job (\$)	25,007	34,141	34,168	36,577	36,613	37,180	39,639
Change		9,134	27	2,409	36	567	2,459
Percent change		36.5	0.1	7.1	0.1	1.5	6.6
Individuals in Poverty (%)	30.2	24.5	19.5	18.7	18.8	20.2	
Educational Attainment (percent of population 25 years and over)							
High school or more	54.3	65.0					
Bachelor's or more	8.5	9.6					
Real Output (\$, Millions 1996)							
Total	222	208	206	207	211	215	221
Manufacturing	156	124	121	121	121	120	121
Mining	0	0	0	0	0	0	0
Construction	9	23	20	20	23	27	31
Trade	14	17	17	17	17	18	18
Services	15	18	18	18	19	19	19
FIRE	2	n.a.	2	2	2	2	2
TCPU	5	8	7	7	7	7	7
Government	19	19	19	20	20	20	21
AFFF	1	n.a.	2	2	2	2	2
Wage & salary employment (jobs)							
Total	6,606	5,702	5,472	5,529	5,645	5,761	5,903
Manufacturing	3,109	2,109	1,708	1,708	1,705	1,685	1,701
Mining	16	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Construction	376	654	612	623	699	798	892
Trade	913	901	921	930	939	952	964
Services	927	1,073	1,057	1,067	1,077	1,087	1,097
FIRE	107	n.a.	102	103	103	103	103
TCPU	201	233	237	239	241	240	240
Government	893	732	743	767	787	802	808
AFFF	64	n.a.	92	93	93	95	97
Total Business Sales (\$ Millions)							1,144

Note: Acronyms are for Finance, Insurance, and Real Estate (FIRE); Transportation, Communications, and Public Utilities (TCPU); and Agricultural, Forestry, Fisheries, and Farming Services (AFFF). Data not available due to suppression are indicated by n.a.

Source: Alabama Department of Industrial Relations; Global Insight; Dun & Bradstreet; U.S. Bureau of Economic Analysis; U.S. Bureau of Labor Statistics; U.S. Census Bureau; and Center for Business and Economic Research, The University of Alabama.

Clarke County

Table 1-4 shows selected economic and demographic variables for Clarke County. The county population grew 2.3 percent between 1990 and 2000, but fell 2.1 percent (about 600 residents) from 2000 to 2005. The Census Bureau's special Katrina tabulation reported that Clarke County gained 165 residents between July 1, 2005 and January 1, 2006. The labor force shrank much more than the population between 2000 and 2005, with a loss of over 1,500 potential workers (13.1 percent), while employment of county residents decreased by about 1,370. The unemployment rate jumped from 6.5 percent in 2000 to a high of 8.9 percent in 2001 and remained above 8 percent through 2004. In 2005 unemployment fell to 5.9 percent, as employment losses ceased and the labor force contracted again, still well above the 4.0 percent state rate. About 590 unemployed and 2,920 underemployed workers who would consider moving to a better job if one became available constitute an available labor pool of more than 3,500 to supply new and expanding businesses in Clarke County.

Clarke County had a 2005 population of 27,269 living in 10,840 households. The number of occupied housing units rose by 262 between 2000 and 2005, an increase of 2.5 percent. There were an estimated 2,111 vacant units in 2005, about 16.3 percent of the county's total housing stock. Per capita income of \$22,256 in 2004 was 80 percent of the Alabama average and ranked 47th among the state's 67 counties. Per capita income grew at a slower rate in the county than in the state between 2000 and 2004. Average wages rose more rapidly across the state in both the 1990 to 2000 and 2000 to 2005 time periods. The 2000 Census found 22.6 percent of the county's population living in poverty; well above the Alabama rate of 16.1 percent. Educational attainment improved in Clarke County between 1990 and 2000. However, the 70.8 percent share of residents 25 and older with at least a high school education in 2000 is below the statewide average of 75.3 percent and the 12.1 percent of residents with a bachelor's degree or higher is also below the 19.0 percent statewide.

Clarke County's economy experienced strong growth between 1990 and 2000, with real output measured in 1996 dollars increasing by 26.0 percent and the number of jobs located in the county up by over 1,850 (16.9 percent). The county's developing manufacturing, services, trade, and government sectors were the largest contributors to this expansion. Economic growth continued at a more moderate level between 2000 and 2005, with output rising 7.5 percent and wage and salary employment increasing 6.6 percent (847 jobs). All sectors except construction expanded during this period. Clarke County continues to provide more jobs than workers, attracting residents of other counties to in-commute. Business sales in the county totaled \$1.1 billion in 2005.

Colbert County

Table 1-5 presents selected economic and demographic variables for Colbert County. Colbert County is part of the Florence-Muscle Shoals metropolitan area and includes the contiguous cities of Muscle Shoals, Sheffield, and Tuscumbia. The county posted a moderate population increase of 6.4 percent between 1990 and 2000, compared to a 10.1 percent gain statewide. The population fell by nearly 400 from 2000 to 2003 in the face of tough economic conditions, but recovered somewhat and registered a 324 drop for the 2000 to 2005 period. Employment grew more rapidly than the labor force during the 1990s, with unemployment falling to 4.9 percent in 2000. But a decline of over 1,700 in the number of employed residents in 2001 and 2002 and a smaller 1,100 drop in the labor force pushed unemployment up to 7.6 percent in 2002. Employment began to rebound in

Table 1-4. Clarke County existing conditions review

	<u>1990</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>
Civilian labor force	11,600	11,676	11,075	10,764	10,820	10,416	10,142
Change		76	-601	-311	56	-404	-274
Percent change		0.7	-5.1	-2.8	0.5	-3.7	-2.6
Employment	10,640	10,917	10,086	9,861	9,949	9,550	9,548
Change		277	-831	-225	88	-399	-2
Percent change		2.6	-7.6	-2.2	0.9	-4.0	0.0
Unemployment	960	759	989	903	871	866	594
Unemployment rate (%)	8.3	6.5	8.9	8.4	8.0	8.3	5.9
Underemployment						2,597	2,920
Underemployment Rate (%)						22.2	30.5
Population	27,240	27,867	27,765	27,524	27,443	27,371	27,269
Change		627	-102	-241	-81	-72	-102
Percent change		2.3	-0.4	-0.9	-0.3	-0.3	-0.4
White		15,623	15,642	15,483	15,393	15,332	15,205
Black		12,018	11,961	11,873	11,890	11,892	11,914
Total Housing Units	10,853	12,631	12,810	12,857	12,888	12,959	12,951
Occupied	9,506	10,578	10,722	10,761	10,787	10,847	10,840
Change		1,072	144	39	26	60	-7
Percent change		11.3	1.4	0.4	0.2	0.6	-0.1
Vacant	1,347	2,053	2,088	2,096	2,101	2,112	2,111
Per capita income (\$)	13,265	20,208	20,446	20,623	21,398	22,256	
Change		6,943	238	177	775	858	
Percent change		52.3	1.2	0.9	3.8	4.0	
Average wage per job (\$)	17,051	23,587	24,437	25,348	26,308	26,738	27,476
Change		6,536	850	911	960	430	738
Percent change		38.3	3.6	3.7	3.8	1.6	2.8
Individuals in Poverty (%)	25.9	22.6	20.0	19.0	19.2	20.9	
Educational Attainment (percent of population 25 years and over)							
High school or more	60.3	70.8					
Bachelor's or more	10.8	12.1					
Real Output (\$, Millions 1996)							
Total	254	320	322	326	329	337	344
Manufacturing	98	112	110	110	110	113	116
Mining	2	n.a.	2	2	2	2	2
Construction	15	20	19	19	19	19	19
Trade	30	44	43	44	45	46	48
Services	31	46	47	47	48	49	50
FIRE	11	15	15	15	15	16	16
TCPU	18	20	20	20	20	21	22
Government	48	63	65	66	67	67	67
AFFF	1	n.a.	2	2	2	3	3
Wage & salary employment (jobs)							
Total	10,970	12,821	12,962	13,062	13,173	13,442	13,668
Manufacturing	3,300	3,274	3,301	3,303	3,314	3,412	3,494
Mining	50	n.a.	60	60	59	59	57
Construction	581	763	751	742	743	748	755
Trade	2,022	2,715	2,647	2,682	2,718	2,771	2,819
Services	1,932	2,670	2,644	2,677	2,710	2,771	2,818
FIRE	510	625	627	636	645	663	676
TCPU	536	625	601	608	612	622	640
Government	1,948	2,149	2,171	2,195	2,196	2,200	2,205
AFFF	91	n.a.	160	160	176	195	203
Total Business Sales (\$ Millions)							1,104

Note: Acronyms are for Finance, Insurance, and Real Estate (FIRE); Transportation, Communications, and Public Utilities (TCPU); and Agricultural, Forestry, Fisheries, and Farming Services (AFFF). Data not available due to suppression are indicated by n.a.

Source: Alabama Department of Industrial Relations; Global Insight; Dun & Bradstreet; U.S. Bureau of Economic Analysis; U.S. Bureau of Labor Statistics; U.S. Census Bureau; and Center for Business and Economic Research, The University of Alabama.

Table 1-5. Colbert County existing conditions review

	<u>1990</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>
Civilian labor force	24,270	26,178	25,804	25,069	24,691	24,827	25,089
Change		1,908	-374	-735	-378	136	262
Percent change		7.9	-1.4	-2.8	-1.5	0.6	1.1
Employment	22,290	24,890	24,190	23,158	22,994	23,211	23,886
Change		2,600	-700	-1,032	-164	217	675
Percent change		11.7	-2.8	-4.3	-0.7	0.9	2.9
Unemployment	1,980	1,288	1,614	1,911	1,697	1,616	1,203
Unemployment rate (%)	8.2	4.9	6.3	7.6	6.9	6.5	4.8
Underemployment						2,882	6,536
Underemployment Rate (%)						12.9	26.9
Population	51,666	54,984	54,921	54,731	54,596	54,728	54,660
Change		3,318	-63	-190	-135	132	-68
Percent change		6.4	-0.1	-0.3	-0.2	0.2	-0.1
White		45,033	44,973	44,701	44,622	44,793	44,749
Black		9,169	9,240	9,271	9,211	9,155	9,143
Total Housing Units	21,812	24,980	25,293	25,474	25,641	25,815	25,903
Occupied	20,096	22,461	22,738	22,901	23,051	23,208	23,287
Change		2,365	277	163	150	157	79
Percent change		11.8	1.2	0.7	0.7	0.7	0.3
Vacant	1,716	2,519	2,555	2,573	2,590	2,607	2,616
Per capita income (\$)	15,543	21,216	21,489	22,001	23,111	24,331	
Change		5,673	273	512	1,110	1,220	
Percent change		36.5	1.3	2.4	5.0	5.3	
Average wage per job (\$)	22,883	27,927	28,172	29,313	31,368	32,096	32,841
Change		5,044	245	1,141	2,055	728	745
Percent change		22.0	0.9	4.1	7.0	2.3	2.3
Individuals in Poverty (%)	14.6	14.0	14.8	14.2	14.0	14.7	
Educational Attainment (percent of population 25 years and over)							
High school or more	65.2	73.3					
Bachelor's or more	11.5	14.1					
Real Output (\$, Millions 1996)							
Total	875	842	846	840	839	843	848
Manufacturing	288	192	181	170	161	154	147
Mining	2	5	3	3	3	3	3
Construction	72	67	70	67	67	69	72
Trade	97	130	135	138	141	145	150
Services	110	124	137	140	142	147	151
FIRE	19	22	23	23	24	24	25
TCPU	46	51	53	54	55	56	57
Government	239	249	241	243	243	242	242
AFFF	2	3	2	2	2	2	3
Wage & salary employment (jobs)							
Total	27,779	28,356	28,132	28,156	28,300	28,632	28,962
Manufacturing	6,439	4,705	4,577	4,404	4,252	4,119	4,003
Mining	49	90	24	18	17	17	14
Construction	2,436	2,498	2,521	2,427	2,436	2,491	2,558
Trade	5,505	6,551	6,616	6,773	6,936	7,171	7,391
Services	5,065	5,887	5,942	6,038	6,135	6,315	6,455
FIRE	927	1,242	1,159	1,166	1,174	1,187	1,198
TCPU	1,241	1,313	1,270	1,285	1,289	1,298	1,314
Government	5,974	5,884	5,855	5,877	5,892	5,863	5,859
AFFF	143	186	168	168	169	170	170
Total Business Sales (\$ Millions)							3,282

Note: Acronyms are for Finance, Insurance, and Real Estate (FIRE); Transportation, Communications, and Public Utilities (TCPU); and Agricultural, Forestry, Fisheries, and Farming Services (AFFF). Data not available due to suppression are indicated by n.a.

Source: Alabama Department of Industrial Relations; Global Insight; Dun & Bradstreet; U.S. Bureau of Economic Analysis; U.S.

Bureau of Labor Statistics; U.S. Census Bureau; and Center for Business and Economic Research, The University of Alabama.

2004, increased strongly in 2005, and took the unemployment rate down to 4.8 percent, still above Alabama's unemployment rate of 4.0 percent. About 1,200 unemployed residents and 6,540 underemployed workers who would consider moving to a better job if one became available constitute a labor pool of over 7,700 to supply new and expanding businesses in Colbert County.

Colbert County had a 2005 population of 54,660 living in 23,287 households. The number of occupied housing units rose by 826 between 2000 and 2005, an increase of 3.7 percent. Per capita income of \$24,331 in 2004 was 88 percent of the Alabama average and ranked 27th among the state's 67 counties. Per capita income grew more slowly for the county than for the state between 2000 and 2004. Average wages rose more rapidly across the state in both the 1990 to 2000 and 2000 to 2005 time periods. The 2000 Census found 14.0 percent of the county's population living in poverty, below the Alabama rate of 16.1 percent. Estimates have the county's poverty rate rising to 14.7 percent in 2004. Educational attainment improved in Colbert County between 1990 and 2000. However, the 73.3 percent share of residents 25 and older with at least a high school education in 2000 is slightly below the statewide average of 75.3 percent and the 14.1 percent of residents with a bachelor's degree or higher is below the 19.0 percent statewide.

Colbert County's real output, measured in 1996 dollars, decreased by 3.4 percent between 1990 and 2000, although the number of jobs located in the county increased by 2.1 percent (577 jobs). Manufacturing fell off sharply during the 1990s, with output dropping by a third and employment down more than 1,700. After declining further in 2002 and 2003, output began to recover and by 2005 was slightly (0.7 percent) above its 2000 level. Wage and salary employment rose by about 600 during the five years, an increase of 2.1 percent. Manufacturing continued to slide from 2000 through 2005—output in manufacturing fell another 23.4 percent and employment declined by 700. The county's trade and services sectors have been the primary contributors to growth since 2000. Business sales in Colbert County totaled \$3.3 billion in 2005.

Cullman County

Table 1-6 details selected economic and demographic variables for Cullman County. The county's population has grown steadily since 1990, with an increase of 14.6 percent compared to 10.1 percent for the state from 1990 to 2000. The population increased 3.1 percent between 2000 and 2005, besting Alabama's population gain of 2.5 percent. Cullman County's labor force grew faster than its population between 1990 and 2000, but saw declines in 2001 and 2002, with a resulting decrease of 0.9 percent that saw the labor force about 350 smaller in 2005 than it was in 2000. Although employment of county residents dropped by about 300 across the five-year period, it has been steadily increasing since 2003. Unemployment peaked at 5.5 percent in 2002, just above the Alabama rate of 5.4 percent. The rate fell to just 3.5 percent in 2005 as employment gains outpaced labor force growth, below Alabama's 2005 unemployment rate of 4.0 percent. About 1,370 unemployed residents and 7,225 underemployed workers who would consider moving to a better job constitute an available labor pool of around 8,600 to supply new and expanding businesses in Cullman County.

Table 1-6. Cullman County existing conditions review

	1990	2000	2001	2002	2003	2004	2005
Civilian labor force	32,520	39,053	38,349	38,170	38,502	38,636	38,696
Change		6,533	-704	-179	332	134	60
Percent change		20.1	-1.8	-0.5	0.9	0.3	0.2
Employment	30,200	37,627	36,737	36,072	36,451	36,803	37,329
Change		7,427	-890	-665	379	352	526
Percent change		24.6	-2.4	-1.8	1.1	1.0	1.4
Unemployment	2,320	1,426	1,612	2,098	2,051	1,833	1,367
Unemployment rate (%)	7.1	3.7	4.2	5.5	5.3	4.7	3.5
Underemployment						10,358	7,227
Underemployment Rate (%)						27.1	19.1
Population	67,613	77,483	77,707	77,939	78,445	79,092	79,886
Change		9,870	224	232	506	647	794
Percent change		14.6	0.3	0.3	0.6	0.8	1.0
White		75,612	75,769	75,921	76,374	77,002	77,730
Black		747	826	838	877	898	955
Total Housing Units	28,369	35,233	35,759	35,905	36,133	36,278	36,300
Occupied	25,605	30,706	31,182	31,309	31,580	31,634	31,654
Change		5,101	476	127	271	54	20
Percent change		19.9	1.6	0.4	0.9	0.2	0.1
Vacant	2,764	4,527	4,577	4,596	4,553	4,644	4,646
Per capita income (\$)	14,212	21,239	22,952	22,608	23,824	25,294	
Change		7,027	1,713	-344	1,216	1,470	
Percent change		49.4	8.1	-1.5	5.4	6.2	
Average wage per job (\$)	16,379	24,295	25,163	25,962	26,816	27,545	28,786
Change		7,916	868	799	854	729	1,241
Percent change		48.3	3.6	3.2	3.3	2.7	4.5
Individuals in Poverty (%)	15.3	13.0	14.2	14.0	13.3	13.8	
Educational Attainment (percent of population 25 years and over)							
High school or more	58.8	70.4					
Bachelor's or more	7.8	11.9					
Real Output (\$, Millions 1996)							
Total	578	916	888	910	932	974	1,008
Manufacturing	163	211	196	196	197	203	209
Mining	0	0	0	0	0	0	0
Construction	38	67	68	69	71	73	75
Trade	144	177	172	178	183	192	200
Services	92	220	209	217	226	242	255
FIRE	15	33	34	34	35	36	36
TCPU	31	77	76	79	83	89	94
Government	95	122	125	128	128	129	130
AFFF	n.a.	9	9	9	9	10	10
Wage & salary employment (jobs)							
Total	26,525	36,753	35,996	36,604	37,214	38,342	39,292
Manufacturing	6,071	6,680	6,074	6,077	6,093	6,237	6,357
Mining	0	0	6	11	11	11	11
Construction	2,002	3,441	3,471	3,496	3,543	3,603	3,660
Trade	7,179	8,898	8,842	8,991	9,146	9,368	9,576
Services	5,127	8,618	8,483	8,725	8,972	9,428	9,783
FIRE	1,092	1,841	1,850	1,877	1,906	1,958	1,998
TCPU	1,141	2,313	2,258	2,323	2,428	2,594	2,737
Government	3,913	4,352	4,396	4,480	4,486	4,500	4,515
AFFF	n.a.	610	609	614	622	635	646
Total Business Sales (\$ Millions)							3,246

Note: Acronyms are for Finance, Insurance, and Real Estate (FIRE); Transportation, Communications, and Public Utilities (TCPU); and Agricultural, Forestry, Fisheries, and Farming Services (AFFF). Data not available due to suppression are indicated by n.a.

Source: Alabama Department of Industrial Relations; Global Insight; Dun & Bradstreet; U.S. Bureau of Economic Analysis; U.S.

Bureau of Labor Statistics; U.S. Census Bureau; and Center for Business and Economic Research, The University of Alabama.

Cullman County had a 2005 population of 79,886 living in 31,654 households. The number of occupied housing units rose by 948 between 2000 and 2005, an increase of 3.1 percent. Vacant units amounted to an estimated 12.8 percent of the total housing stock in 2005. Per capita income of \$25,294 was 91 percent of the Alabama average and ranked the county 19th among the state's 67 counties. Per capita income grew faster in Cullman County than in the state between 2000 and 2004. Average wages increased 18.2 percent between 2000 and 2005, below the 19.4 percent gain statewide. However, wage growth picked up to 4.5 percent in 2005 compared to 3.8 percent for the state. The 2000 Census found 13.0 percent of the county's population living in poverty, less than the Alabama rate of 16.1 percent. The share of individuals in poverty rose slightly to 13.8 percent in 2004. Educational attainment improved significantly in Cullman County between 1990 and 2000. However, the 70.4 percent share of residents 25 and older with at least a high school education in 2000 is below the statewide average of 75.3 percent and the 11.9 percent of residents with a bachelor's degree or higher compares to 19.0 percent statewide.

Cullman County's economy showed strong growth between 1990 and 2000, with real output measured in 1996 dollars rising 58.5 percent and the number of jobs located in the county increasing by 38.6 percent (19,228 jobs). The county's rapidly growing services sector was the primary contributor to the expansion. Construction, FIRE, and TCPU also saw substantial growth in output and employment between 1990 and 2005. From 2000 to 2005, however, real output grew by a more modest 10.0 percent and about 2,540 jobs were created, for a gain of 6.9 percent. The recession of 2001 hurt Cullman County's manufacturing sector, with the result that output had almost recovered to its 2000 level in 2005 and employment was still 323 below 2000 employment. Although manufacturing's share of total wage and salary employment slid from 22.9 percent in 1990 to 16.2 percent in 2005, recent new industry announcements promise to help rebuild the sector. Between 2000 and 2005, services added the largest number of jobs (1,165), while TCPU posted the largest percentage increase in output. Business sales in the county totaled \$3.2 billion in 2005.

Dallas County

The selected economic and demographic variables for Dallas County are presented in Table 1-7. Dallas County experienced a steady decline in its population during the 1990 to 2005 period, with a loss of 3.7 percent of its residents between 1990 and 2000 and a larger 4.3 percent drop from 2000 to 2005. The decline in the labor force was a steeper 7.3 percent during the 1990s and an even higher 10.7 percent between 2000 and 2005. This trend indicates that those moving out of the county are disproportionately working-aged individuals. Employment of Dallas County residents fell nearly 1,900 from 2000 to 2005. Unemployment has historically been well above the Alabama average. Following the recession of 2001, county unemployment peaked at 10.6 percent in 2002 and 2003 compared to statewide rates of 5.4 and 5.5 percent, respectively. The 2005 unemployment rate of 7.9 percent is almost twice the state rate of 4.0 percent. About 1,260 unemployed residents and 3,830 underemployed workers who would consider moving to a better job if one became available constitute a labor pool of 5,090 for jobs created by new and expanding businesses in Dallas County.

Table 1-7. Dallas County existing conditions review

	<u>1990</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>
Civilian labor force	19,345	17,926	17,582	17,179	16,832	16,410	16,006
Change		-1,419	-344	-403	-347	-422	-404
Percent change		-7.3	-1.9	-2.3	-2.0	-2.5	-2.5
Employment	16,910	16,643	16,105	15,359	15,046	14,859	14,746
Change		-267	-538	-746	-313	-187	-113
Percent change		-1.6	-3.2	-4.6	-2.0	-1.2	-0.8
Unemployment	2,370	1,283	1,477	1,820	1,786	1,551	1,260
Unemployment rate	11.4%	7.2%	8.4%	10.6%	10.6%	9.5%	7.9%
Underemployment						4,943	3,830
Underemployment Rate						30.8	25.9
Population	48,130	46,365	46,036	45,327	45,048	44,715	44,366
Change		-1,765	-329	-709	-279	-333	-349
Percent change		-3.7	-0.7	-1.5	-0.6	-0.7	-0.8
White		16,590	16,284	15,722	15,208	14,785	14,361
Black		29,360	29,451	29,304	29,527	29,615	29,699
Total Housing Units	19,045	20,450	20,720	20,762	20,781	20,866	20,825
Occupied	17,033	17,841	18,068	18,104	18,121	18,195	18,159
Change		808	227	36	17	74	-36
Percent change		4.7	1.3	0.2	0.1	0.4	-0.2
Vacant	2,012	2,609	2,652	2,658	2,660	2,671	2,666
Per capita income (\$)	12,301	19,247	19,977	20,515	21,293	22,302	
Change		6,946	730	538	778	1,009	
Percent change		56.5	3.8	2.7	3.8	4.7	
Average wage per job (\$)	15,853	23,157	24,522	25,692	26,547	27,346	28,209
Change		7,304	1,365	1,170	855	799	863
Percent change		46.1	5.9	4.8	3.3	3.0	3.2
Individuals in Poverty (%)	36.2	31.1	25.2	25.0	25.2	27.4	
Educational Attainment (percent of population 25 years and over)							
High school or more	59.6	70.3					
Bachelor's or more	12.2	13.9					
Real Output (\$, Millions 1996)							
Total	454	555	548	548	550	558	564
Manufacturing	135	159	153	153	153	155	157
Mining	3	9	8	8	8	8	8
Construction	22	27	27	27	27	28	28
Trade	68	75	74	75	75	75	75
Services	93	130	132	133	135	139	141
FIRE	17	20	20	20	20	20	21
TCPU	30	29	29	29	29	29	29
Government	83	98	99	97	96	97	97
AFFF	3	7	6	6	7	8	8
Wage & salary employment (jobs)							
Total	20,729	22,145	21,678	21,701	21,781	22,016	22,182
Manufacturing	5,544	5,324	5,043	5,045	5,053	5,128	5,191
Mining	79	43	41	39	39	39	38
Construction	940	1,015	986	989	994	1,003	1,010
Trade	3,935	4,090	3,927	3,933	3,939	3,948	3,957
Services	4,875	6,082	6,073	6,124	6,175	6,271	6,345
FIRE	830	907	940	941	942	943	944
TCPU	846	804	804	803	802	804	804
Government	3,453	3,482	3,517	3,480	3,461	3,472	3,471
AFFF	227	398	347	347	374	408	422
Total Business Sales (\$ Millions)							2,011

Note: Acronyms are for Finance, Insurance, and Real Estate (FIRE); Transportation, Communications, and Public Utilities (TCPU); and Agricultural, Forestry, Fisheries, and Farming Services (AFFF). Data not available due to suppression are indicated by n.a.

Source: Alabama Department of Industrial Relations; Global Insight; Dun & Bradstreet; U.S. Bureau of Economic Analysis; U.S. Bureau of Labor Statistics; U.S. Census Bureau; and Center for Business and Economic Research, The University of Alabama.

Dallas County had a 2005 population of 44,366 living in 18,159 households. The number of occupied housing units rose by 318 between 2000 and 2005, an increase of 1.8 percent. There were 2,666 vacant units in 2005, roughly 13 percent of the housing stock. Per capita income of \$22,302 in 2004 was 81 percent of the Alabama average and ranked 45th among the state's 67 counties. Per capita income grew a little more slowly in the county than across the state between 2000 and 2004. Average wages rose 21.8 percent in Dallas County between 2000 and 2005, faster than the 19.4 percent increase statewide. Wage gains were strongest in 2001 and 2002. The 2000 Census found 31.1 percent of the county's population living in poverty, almost twice the Alabama rate of 16.1 percent. The poverty rate improved to 25.0 percent in 2002, but climbed to 27.4 percent in 2004. The county made strides in educational attainment between 1990 and 2000. Still, the 70.3 percent of residents 25 and older with at least a high school education in 2000 is below the statewide average of 75.3 percent and the 13.9 percent of residents with a bachelor's degree or higher is below the 19.0 percent statewide.

The economy of Dallas County was almost stagnant during the 1980s, following the closing of Craig Air Force Base in 1977, but posted a gain in total output measured in 1996 dollars of 22 percent during the decade of the 1990s. Following a modest downturn in 2001 and 2002, economic growth resumed in 2003. Development of the county's manufacturing sector contributed to output growth, both from 1990 to 2000 and during 2004 and 2005. Location of several Hyundai suppliers in the county was a key factor in recent manufacturing gains. Manufacturing accounted for 27.9 percent of real output in 2005, with services second at 25.0 percent. The services sector has been the largest contributor to output growth since 2000. Total wage and salary employment grew 6.8 percent (1,416 jobs) between 1990 and 2000. However, Dallas County added just 37 jobs from 2000 to 2005. Services created 263 jobs during this five-year period, partially offsetting job losses in other sectors. Business sales in the county totaled \$2.0 billion in 2005.

Greene County

Table 1-8 presents selected economic and demographic variables for Greene County. The county's population has been declining for many years, with a loss of 1.8 percent between 1990 and 2000 and a larger 3.1 percent drop from 2000 to 2005. The decline in the labor force was a steeper 5.5 percent in the period from 1990 to 2000, but a much lesser 0.6 percent between 2000 and 2005. Employment of Greene County residents dropped from 2000 to 2004, but almost recovered to its 2000 level in 2005. Population losses could be subsiding, as the Census Bureau's special Katrina tabulation reported a gain in the county's household population of 20 residents between July 1, 2005 and January 1, 2006. Greene County was added to the Tuscaloosa metropolitan area after 2000, with the Census finding that 27 percent of the county's workers commute to Tuscaloosa County to work. Unemployment fell from its 1990 level of 11.8 percent to 6.1 percent in 2000. The rate rose to 8.1 percent in 2004, but was down to 6.0 percent in 2005, still well above the Alabama rate of 4.0 percent. Around 210 unemployed residents and 1,050 underemployed workers who would like to move to a better job provide an available workforce of 1,260 for jobs created in Greene County.

Greene County was Alabama's smallest county in terms of population in 2005, with 9,661 residents living in 4,037 households. The number of occupied housing units rose by 106 between 2000 and 2005, an increase of 2.7 percent. There were 1,219 vacant units in 2005, about 23.2 percent of the total housing stock. Per capita income of \$21,315 in 2004 was 77 percent of the Alabama average and ranked the county 54th among the state's 67 counties. Per capita income growth accelerated

Table 1-8. Greene County existing conditions review

	<u>1990</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>
Civilian labor force	3,740	3,536	3,519	3,534	3,523	3,506	3,516
Change		-204	-17	15	-11	-17	10
Percent change		-5.5	-0.5	0.4	-0.3	-0.5	0.3
Employment	3,300	3,322	3,290	3,262	3,248	3,223	3,306
Change		22	-32	-28	-14	-25	83
Percent change		0.7	-1.0	-0.9	-0.4	-0.8	2.6
Unemployment	440	214	229	272	275	283	210
Unemployment rate (%)	11.8	6.1	6.5	7.7	7.8	8.1	6.0
Underemployment						853	1,050
Underemployment Rate (%)						29.1	31.5
Population	10,153	9,974	9,964	9,933	9,870	9,697	9,661
Change		-179	-10	-31	-63	-173	-36
Percent change		-1.8	-0.1	-0.3	-0.6	-1.8	-0.4
White		1,908	1,966	1,944	1,961	1,907	1,922
Black		8,023	7,968	7,955	7,874	7,752	7,703
Total Housing Units	4,162	5,117	5,208	5,236	5,248	5,264	5,256
Occupied	3,512	3,931	4,000	4,021	4,030	4,043	4,037
Change		419	69	21	9	13	-6
Percent change		11.9	1.8	0.5	0.2	0.3	-0.1
Vacant	650	1,186	1,208	1,215	1,218	1,221	1,219
Per capita income (\$)	10,592	17,548	18,021	18,862	19,849	21,315	
Change		6,956	473	841	987	1,466	
Percent change		65.7	2.7	4.7	5.2	7.4	
Average wage per job (\$)	14,693	21,704	23,138	23,531	24,488	25,143	25,940
Change		7,011	1,434	393	957	655	797
Percent change		47.7	6.6	1.7	4.1	2.7	3.2
Individuals in Poverty (%)	45.6	34.3	28.4	27.3	25.1	26.5	
Educational Attainment (percent of population 25 years and over)							
High school or more	53.8	64.8					
Bachelor's or more	10.4	10.5					
Real Output (\$, Millions 1996)							
Total	66	63	62	62	62	63	64
Manufacturing	9	10	10	10	10	10	10
Mining	0	0	0	0	0	0	0
Construction	4	3	3	3	3	3	3
Trade	6	5	5	5	5	5	5
Services	11	11	11	12	12	12	13
FIRE	1	1	1	1	1	1	1
TCPU	14	11	10	9	9	10	10
Government	19	20	20	21	21	21	21
AFFF	1	1	1	1	1	1	1
Wage & salary employment (jobs)							
Total	3,198	2,788	2,721	2,743	2,771	2,846	2,903
Manufacturing	418	362	316	317	317	321	325
Mining	12	0	0	0	0	0	0
Construction	160	161	164	161	159	160	162
Trade	472	418	420	421	421	423	426
Services	798	707	679	701	724	765	797
FIRE	67	83	72	74	75	77	78
TCPU	295	198	202	193	187	199	203
Government	920	809	815	825	835	845	855
AFFF	56	50	50	52	54	55	57
Total Business Sales (\$ Millions)							152

Note: Acronyms are for Finance, Insurance, and Real Estate (FIRE); Transportation, Communications, and Public Utilities (TCPU); and Agricultural, Forestry, Fisheries, and Farming Services (AFFF). Data not available due to suppression are indicated by n.a.

Source: Alabama Department of Industrial Relations; Global Insight; Dun & Bradstreet; U.S. Bureau of Economic Analysis; U.S. Bureau of Labor Statistics; U.S. Census Bureau; and Center for Business and Economic Research, The University of Alabama.

between 2000 and 2004, with the county's 21.5 percent gain well above the state's 16.5 percent increase. Average wages rose 19.5 percent between 2000 and 2005, just above the statewide increase of 19.4 percent. The 2000 Census found 34.3 percent of Greene County's population living in poverty; more than double the Alabama rate of 16.1 percent. The share of the county's residents in poverty has generally declined since 2000 and stood at an estimated 26.5 percent in 2004. Greene County saw a sizeable improvement in the percentage of residents aged 25 and over with at least a high school education between 1990 and 2000. However, the share with at least a bachelor's degree was virtually unchanged during the decade, suggesting that the county is failing to hold on to its college-educated residents. In 2000, 64.8 percent of the county's 25 and older residents had at least a high school education, compared to 75.3 percent statewide. And 10.5 percent of residents held a bachelor's or higher degree versus 19.0 percent across the state.

Greene County's economy declined between 1990 and 2000, with real output measured in 1996 dollars slipping 4.5 percent and employment falling by 12.8 percent, for a loss of 410 jobs. The economy has been relatively stagnant since 2000, with output up just 1.6 percent during the five years through 2005. Employment has risen by a larger 4.1 percent, for a net gain of 115 jobs. The county is overly dependent on its government sector, which accounted for 32.3 percent of real output and 29.5 percent of jobs in 2005. Although its share has been decreasing since 1990, TCPU continues to account for output and employment percentages above the statewide averages. Business sales in Greene County totaled \$152 million in 2005.

Hale County

Selected economic and demographic variables for Hale County are shown in Table 1-9. The county added 1,687 residents between 1990 and 2000 for a 10.9 percent gain that was above the 10.1 percent statewide increase. Relatively strong population growth continued between 2000 and 2005, with the county's 6.6 percent increase higher than the 2.5 percent gain statewide. Population growth was centered in the Moundville area adjoining Tuscaloosa County. A special Katrina tabulation by the Census Bureau reported that the county's household population grew by an additional 110 residents between July 1, 2005 and January 1, 2006. Hale County was added to the Tuscaloosa metropolitan area after 2000 as about 35 percent of its workers commute to Tuscaloosa County to work. The county's labor force grew faster than its population between 1990 and 2000, but was almost stagnant from 2000 to 2005. Employment of Hale County residents was up by almost 1,000 between 1990 and 2000, but did not post a strong gain again until 2005, when 260 more residents were employed for an increase of 2.6 percent. The county's unemployment rate improved substantially between 1990 and 2000, but climbed back to 7.5 percent in 2002 and 2003. In 2005 unemployment came down to 4.6 percent, modestly higher than the Alabama rate of 4.0 percent. About 325 unemployed residents and 1,335 underemployed workers who would consider moving to a better job if one became available constitute a labor pool of 1,660 to supply new and expanding businesses in Hale County.

Hale County had a 2005 population of 18,316 living in 6,687 households. The number of occupied housing units rose by 272 between 2000 and 2005, an increase of 4.2 percent. Per capita income of \$19,324 in 2004 was just 70 percent of the Alabama average and ranked 63rd among the state's 67 counties. Per capita income is slowly improving, with an increase of 18.6 percent between 2000 and 2004 better than the statewide gain of 16.5 percent. Average wages also rose more rapidly in Hale County than in the state; the county's increase of 22.0 percent between 2000 and 2005 versus 19.4

Table 1-9. Hale County existing conditions review

	1990	2000	2001	2002	2003	2004	2005
Civilian labor force	6,185	7,033	7,071	7,064	7,090	7,062	7,087
Change		848	38	-7	26	-28	25
Percent change		13.7	0.5	-0.1	0.4	-0.4	0.4
Employment	5,660	6,658	6,604	6,537	6,558	6,592	6,762
Change		998	-54	-67	21	34	170
Percent change		17.6	-0.8	-1.0	0.3	0.5	2.6
Unemployment	480	375	467	527	532	470	325
Unemployment rate (%)	7.8	5.3	6.6	7.5	7.5	6.7	4.6
Underemployment						2,007	1,336
Underemployment Rate (%)						30.0	19.6
Population	15,498	17,185	18,340	18,253	18,314	18,228	18,316
Change		1,687	1,155	-87	61	-86	88
Percent change		10.9	6.7	-0.5	0.3	-0.5	0.5
White		6,909	7,369	7,326	7,341	7,347	7,382
Black		10,136	10,872	10,827	10,871	10,789	10,838
Total Housing Units	6,370	7,756	7,921	7,975	8,018	8,069	8,086
Occupied	5,397	6,414	6,551	6,595	6,631	6,673	6,687
Change		1,017	137	44	36	42	14
Percent change		18.8	2.1	0.7	0.5	0.6	0.2
Vacant	973	1,342	1,370	1,380	1,387	1,396	1,399
Per capita income (\$)	11,021	16,291	16,789	17,545	18,302	19,324	
Change		5,270	498	756	757	1,022	
Percent change		47.8	3.1	4.5	4.3	5.6	
Average wage per job (\$)	12,898	20,560	21,035	22,335	23,122	23,537	25,076
Change		7,662	475	1,300	787	415	1,539
Percent change		59.4	2.3	6.2	3.5	1.8	6.5
Individuals in Poverty (%)	35.6	26.9	24.6	22.6	20.8	22.0	
Educational Attainment (percent of population 25 years and over)							
High school or more	54.4	65.2					
Bachelor's or more	8.9	8.1					
Real Output (\$, Millions 1996)							
Total	80	113	107	108	109	113	117
Manufacturing	19	38	31	31	31	34	35
Mining	4	1	1	1	1	1	1
Construction	2	5	4	4	4	4	4
Trade	10	10	10	10	10	10	10
Services	11	20	20	21	21	22	23
FIRE	2	3	3	3	3	3	3
TCPU	7	7	6	6	6	6	6
Government	23	30	31	31	31	32	32
AFFF	1	1	1	1	1	1	1
Wage & salary employment (jobs)							
Total	4,323	5,335	5,018	5,060	5,106	5,184	5,269
Manufacturing	1,168	1,398	1,096	1,098	1,110	1,121	1,155
Mining	134	16	16	16	16	16	17
Construction	105	263	249	240	241	246	252
Trade	617	770	760	766	770	769	766
Services	864	1,275	1,263	1,290	1,318	1,370	1,410
FIRE	124	189	191	191	192	192	193
TCPU	203	195	196	192	191	195	196
Government	985	1,100	1,119	1,133	1,134	1,136	1,139
AFFF	123	129	128	132	135	139	142
Total Business Sales (\$ Millions)							n.a.

percent for Alabama. The 2000 Census found 26.9 percent of the county's population living in poverty, well above the Alabama rate of 16.1 percent. The share of individuals in poverty improved to 22.0 percent in 2004. Trends in educational attainment between 1990 and 2000 were mixed. The percentage of residents aged 25 and over with at least a high school education increased from 54.4 percent in 1990 to 65.2 percent in 2000. However, Hale County is failing to hold on to or to attract college-educated residents, with the share of individuals 25 and older with a bachelor's or higher degree falling from 8.9 percent in 1990 to 8.1 percent in 2000. The 65.2 percent of residents with at least a high school education compares to a statewide average of 75.3 percent, while the 8.1 percent share with a bachelor's or more is less than half the Alabama average of 19.0 percent.

The economy of Hale County expanded strongly between 1990 and 2000, with real output measured in 1996 dollars rising 41.2 percent and the number of jobs located in the county increasing by 23.4 percent. About 1,000 new jobs were spread among manufacturing, construction, trade, services, FIRE, and government. The recession of 2001 hit the county hard, however, with output falling 5.7 percent between 2000 and 2001 and employment dropping by 5.9 percent during the same year, for a loss of 318 jobs. Both employment and output gradually improved from 2002 through 2005, so that output was 3.5 percent above its 2000 level in 2005. However, the number of jobs in the county had not quite regained its 2000 total by 2005, with manufacturing off by over 240. Services showed the most rapid growth in both output and employment between 2000 and 2005, adding 135 jobs. Hale County's above average dependence on manufacturing leaves its economy more vulnerable to economic downturns. Manufacturing accounted for 30.4 percent of the county's output and 21.9 percent of wage and salary jobs in 2005.

Jefferson County

Table 1-10 presents selected economic and demographic variables for Jefferson County. The state's most populous county saw the number of residents increase by more than 10,500 between 1990 and 2000, a gain of 1.6 percent. The county's population has been on a steady decline since 2000, however, with the loss of an estimated 4,818 residents between 2000 and 2005 amounting to a 0.7 percent decrease. Population losses have been concentrated in the city of Birmingham and in close-in older cities. Outlying cities like Gardendale, Trussville, Leeds, and Hoover have seen population growth. The civilian labor force shrank by a larger 3.1 percent over the five years, losing about 10,700 potential workers between 2000 and 2004 before finally posting an increase of 472 in 2005. In 2004, Jefferson County had about 15,000 fewer employed residents than it had in 2000. The turnaround of 2005 added about 3,550 workers to the ranks of the employed, an increase of 1.2 percent. The economic slide that began in 2001 pushed unemployment in Jefferson County up from 3.5 percent in 2000 to 5.1 percent in 2003. Although increasing, unemployment in the county remained below levels statewide across the 2000 to 2004 period. Unemployment declined more rapidly in the state than in the county between 2004 and 2005, with Jefferson County posting a state-average 4.0 percent unemployment rate in 2005. About 12,865 unemployed residents and 88,610 underemployed workers who would consider moving to a better job provided an available labor pool of 101,475 in 2005 to supply job openings and new and expanding businesses in Jefferson County.

Table 1-10. Jefferson County existing conditions review

	1990	2000	2001	2002	2003	2004	2005
Civilian labor force	307,920	332,550	329,122	324,492	323,217	321,854	322,326
Change		24,630	-3,428	-4,630	-1,275	-1,363	472
Percent change		8.0	-1.0	-1.4	-0.4	-0.4	0.1
Employment	292,180	320,884	316,153	308,908	306,604	305,908	309,460
Change		28,704	-4,731	-7,245	-2,304	-696	3,552
Percent change		9.8	-1.5	-2.3	-0.7	-0.2	1.2
Unemployment	15,740	11,666	12,969	15,584	16,613	15,946	12,866
Unemployment rate (%)	5.1	3.5	3.9	4.8	5.1	5.0	4.0
Underemployment						72,623	88,608
Underemployment Rate (%)						22.5	28.6
Population	651,525	662,047	661,110	659,368	659,215	658,468	657,229
Change		10,522	-937	-1,742	-153	-747	-1,239
Percent change		1.6	-0.1	-0.3	0.0	-0.1	-0.2
White		389,028	385,074	381,523	379,447	376,486	373,159
Black		261,161	263,566	265,174	266,903	268,626	270,631
Total Housing Units	273,097	288,162	291,468	293,287	295,351	298,362	301,672
Occupied	251,479	263,265	266,402	268,064	269,951	272,703	275,728
Change		11,786	3,137	1,662	1,887	2,752	3,025
Percent change		4.7	1.2	0.6	0.7	1.0	1.1
Vacant	21,618	24,897	25,066	25,223	25,400	25,659	25,944
Per capita income (\$)	19,054	30,406	31,813	33,046	34,024	36,041	
Change		11,352	1,407	1,233	978	2,017	
Percent change		59.6	4.6	3.9	3.0	5.9	
Average wage per job (\$)	22,931	33,738	35,129	36,384	37,529	39,324	40,972
Change		10,807	1,391	1,255	1,145	1,795	1,648
Percent change		47.1	4.1	3.6	3.1	4.8	4.2
Individuals in Poverty (%)	16.0	14.8	13.6	13.9	14.5	15.4	
Educational Attainment (percent of population 25 years and over)							
High school or more	73.8	80.9					
Bachelor's or more	19.9	24.6					
Real Output (\$, Millions 1996)							
Total	12,996	17,770	17,873	18,119	18,426	19,147	19,760
Manufacturing	1,602	1,685	1,654	1,651	1,658	1,764	1,848
Mining	189	162	166	158	157	156	147
Construction	934	1,318	1,290	1,252	1,310	1,390	1,490
Trade	2,297	3,115	3,094	3,157	3,222	3,316	3,405
Services	3,403	5,388	5,495	5,627	5,762	6,010	6,204
FIRE	1,079	1,793	1,815	1,789	1,805	1,938	2,007
TCPU	1,491	1,702	1,714	1,785	1,803	1,849	1,924
Government	1,965	2,547	2,587	2,643	2,646	2,656	2,666
AFFF	38	59	57	57	62	68	70
Wage & salary employment (jobs)							
Total	415,289	482,446	480,936	483,686	489,413	502,023	512,563
Manufacturing	43,620	39,643	39,296	39,238	39,377	41,326	42,871
Mining	3,341	2,489	2,539	2,412	2,399	2,384	2,254
Construction	24,729	30,116	30,590	29,978	30,911	32,178	33,765
Trade	94,334	109,806	108,198	107,837	109,019	110,717	112,309
Services	118,243	156,207	156,520	159,396	162,319	167,725	171,927
FIRE	37,253	46,637	45,393	45,096	45,279	46,801	47,588
TCPU	30,308	31,394	31,725	32,462	32,639	33,115	33,887
Government	61,201	62,790	63,282	63,873	63,910	64,010	64,114
AFFF	2,260	3,364	3,393	3,394	3,559	3,766	3,848
Total Business Sales (\$ Millions)							111,020

Note: Acronyms are for Finance, Insurance, and Real Estate (FIRE); Transportation, Communications, and Public Utilities (TCPU); and Agricultural, Forestry, Fisheries, and Farming Services (AFFF). Data not available due to suppression are indicated by n.a.

Source: Alabama Department of Industrial Relations; Global Insight; Dun & Bradstreet; U.S. Bureau of Economic Analysis; U.S.

Bureau of Labor Statistics; U.S. Census Bureau; and Center for Business and Economic Research, The University of Alabama.

Jefferson County had a 2005 population of 657,229 living in 275,728 households. Despite a decline in the population, the number of occupied housing units rose by 12,463 between 2000 and 2005, an increase of 4.7 percent. There were an estimated 25,944 vacant units in 2005, roughly 8.6 percent of the county's total housing stock. Per capita income of \$36,041 was 130 percent of the Alabama average and ranked Jefferson County at the top of Alabama's 67 counties. Per capita income in the county rose 18.5 percent between 2000 and 2004, above the state's 16.5 percent gain. Average wages rose 21.4 percent from 2000 to 2005 compared to a 19.4 percent increase statewide. Jefferson County's 2005 average wage per job was 121 percent of the state average. The 2000 Census found 14.8 percent of the county's population living in poverty, while 2004 estimates had poverty up slightly to 15.4 percent of residents. Educational attainment improved significantly between 1990 and 2000. The 80.9 percent share of Jefferson County residents with at least a high school education in 2000 is well above the statewide average of 75.3 percent and the 24.6 percent of residents with a bachelor's or higher degree beats the 19.0 percent statewide.

Jefferson County's economy showed strong growth between 1990 and 2000, with real output measured in 1996 dollars rising by 36.7 percent and the number of jobs located in the county increasing by 67,157 (16.2 percent). Manufacturing employment declined during this time, although output rose slightly, as the county continued to transition to a service-based economy. Gains in both output and employment were broad-based with services, FIRE, and construction among sectors posting sizeable increases. Economic growth moderated during the 2000 to 2005 period; real output for the five years was up 11.2 percent and 30,117 jobs were created, for an increase of 6.2 percent. Manufacturing staged a resurgence between 2000 and 2005, aided by new firms supplying the automotive industry. Output in manufacturing was up 9.7 percent and employment rose by about 3,230 for an 8.1 percent gain. The services sector was the largest contributor to economic growth—output was up 15.1 percent and employment increased by 10.1 percent (15,720 jobs). TCPU and construction were also sectors with strong employment gains. Services continued to increase its dominance of Jefferson County's economy, accounting for 31.4 percent of output and 33.5 percent of employment in 2005. Although manufacturing is on the upswing, its 9.4 percent share of output and 8.4 percent share of total wage and salary employment are well below state averages. Business sales in the county totaled \$111.0 billion in 2005.

Lamar County

Table 1-11 presents selected economic and demographic variables for Lamar County. The county's population fell 4.8 percent between 1990 and 2000 and by a larger 5.9 percent from 2000 to 2005. The labor force shrank just 1.5 percent in the period from 1990 to 2000, but plummeted 17.7 percent between 2000 and 2005. Employment of Lamar County residents decreased by almost 1,180 (16.7 percent) from 2000 to 2005. The county's unemployment rate has been well above the statewide average across the study period. Employment contracted more than labor force from 2001 through 2003, pushing the county's unemployment rate to a peak of 8.2 percent in 2003. With job losses slowing and the labor force continuing to decline, unemployment fell to 5.1 in 2005, still above Alabama's 4.0 percent rate. About 315 unemployed residents and 1,610 underemployed workers who would consider moving to a better job if one became available constitute a labor pool of more than 1,900 to supply new and expanding businesses in Lamar County.

Table 1-11. Lamar County existing conditions review

	1990	2000	2001	2002	2003	2004	2005
Civilian labor force	7,610	7,498	7,269	6,993	6,721	6,402	6,174
Change		-112	-229	-276	-272	-319	-228
Percent change		-1.5	-3.1	-3.8	-3.9	-4.7	-3.6
Employment	7,000	7,036	6,734	6,449	6,172	5,909	5,858
Change		36	-302	-285	-277	-263	-51
Percent change		0.5	-4.3	-4.2	-4.3	-4.3	-0.9
Unemployment	610	462	535	544	549	493	316
Unemployment rate (%)	8.1	6.2	7.4	7.8	8.2	7.7	5.1
Underemployment						2,013	1,608
Underemployment Rate (%)						37.7	26.8
Population	15,175	15,904	15,616	15,397	15,174	15,017	14,962
Change		729	-288	-219	-223	-157	-55
Percent change		4.8	-1.8	-1.4	-1.4	-1.0	-0.4
White		13,893	13,701	13,506	13,340	13,258	13,183
Black		1,909	1,853	1,830	1,775	1,693	1,707
Total Housing Units	6,617	7,517	7,616	7,642	7,659	7,683	7,677
Occupied	6,005	6,468	6,550	6,572	6,587	6,607	6,602
Change		463	82	22	15	20	-5
Percent change		7.7	1.3	0.3	0.2	0.3	-0.1
Vacant	612	1,049	1,066	1,070	1,072	1,076	1,075
Per capita income (\$)	13,355	18,625	19,827	19,858	20,342	21,022	
Change		5,270	1,202	31	484	680	
Percent change		39.5	6.5	0.2	2.4	3.3	
Average wage per job (\$)	16,229	24,542	24,842	25,009	26,404	26,835	28,516
Change		8,313	300	167	1,395	431	1,681
Percent change		51.2	1.2	0.7	5.6	1.6	6.3
Individuals in Poverty (%)	18.0	16.1	17.2	16.6	16.1	16.8	
Educational Attainment (percent of population 25 years and over)							
High school or more	52.9	65.1					
Bachelor's or more	6.2	7.8					
Real Output (\$, Millions 1996)							
Total	156	n.a.	170	169	169	168	166
Manufacturing	76	n.a.	82	78	77	76	77
Mining	4	n.a.	1	1	1	1	1
Construction	3	10	9	10	10	10	7
Trade	12	12	12	12	12	12	12
Services	17	17	17	18	18	18	19
FIRE	4	5	5	5	5	5	5
TCPU	18	22	22	23	23	23	23
Government	18	22	21	21	21	21	21
AFFF	4	n.a.	0	1	1	1	1
Wage & salary employment (jobs)							
Total	7,459	6,744	7,042	7,003	7,012	6,981	6,954
Manufacturing	3,337	n.a.	2,565	2,446	2,411	2,383	2,391
Mining	157	n.a.	49	50	49	48	48
Construction	197	392	380	413	421	401	336
Trade	829	853	827	828	828	829	830
Services	1,131	1,277	1,289	1,299	1,310	1,330	1,345
FIRE	187	252	238	241	243	248	252
TCPU	637	815	822	838	855	842	848
Government	790	755	761	773	774	776	778
AFFF	194	n.a.	128	133	137	141	144
Total Business Sales (\$ Millions)							592

Note: Acronyms are for Finance, Insurance, and Real Estate (FIRE); Transportation, Communications, and Public Utilities (TCPU); and Agricultural, Forestry, Fisheries, and Farming Services (AFFF). Data not available due to suppression are indicated by n.a.

Source: Alabama Department of Industrial Relations; Global Insight; Dun & Bradstreet; U.S. Bureau of Economic Analysis; U.S.

Bureau of Labor Statistics; U.S. Census Bureau; and Center for Business and Economic Research, The University of Alabama.

Lamar County had a 2005 population of 14,962 living in 6,602 households. The number of occupied housing units rose by 134 between 2000 and 2005, an increase of 2.1 percent. An estimated 1,075 units were vacant in 2005, amounting to 14.0 percent of the county's total housing stock. Per capita income of \$21,022 in 2004 was 76 percent of the Alabama average and ranked 56th among the state's 67 counties. Per capita income grew at a slower rate in the county than in the state between 2000 and 2004. Average wages rose much more slowly than the increase statewide from 2000 to 2004. Wage growth improved in 2005, with the county's 6.3 percent gain exceeding the state's 3.8 percent increase. The 2000 Census found 16.1 percent of the county's population living in poverty, equal to Alabama's rate of 16.1 percent. Educational attainment improved in Lamar County between 1990 and 2000. However, the 65.1 percent share of residents 25 and older with at least a high school education in 2000 is below the statewide average of 75.3 percent and the 7.8 percent of residents with a bachelor's degree or higher is well below to 19.0 percent statewide.

Lamar County's economy showed a moderate decline between 1990 and 2000, with the number of jobs located in the county dropping by about 715 (9.6 percent). Real output for 2000 could not be calculated due to data disclosure issues. Construction and TCPU were the primary sources of growth in output and jobs during the 1990s. A slightly downward trend continued after 2000, with output and jobs decreasing by 2.4 percent and 1.2 percent (88 jobs), respectively, between 2001 and 2005. Although manufacturing continued to contract, it accounted for 46.0 percent of the county's output and 34.4 percent of employment in 2005—more than double the statewide shares. Construction output and employment dropped off sharply in 2005. Services has been the major source of economic growth since 2000. Business sales in the county totaled \$592 million in 2005.

Lauderdale County

Table 1-12 presents selected economic and demographic variables for Lauderdale County. The county includes the city of Florence and is part of the Florence-Muscle Shoals metropolitan area. Lauderdale County's population grew slightly faster than the state's between 1990 and 2000, with an increase of 10.4 percent adding 8,305 residents. The recession of 2001 hit the county's textile and apparel-heavy economy hard, and steep job losses in 2001 and 2002 led to sizeable population declines in those two years. Population growth resumed in 2003 and resulted in a drop of just 0.3 percent (275 residents) for the 2000 to 2005 period. The labor force grew 16.5 percent from 1990 to 2000, but contracted 4.0 percent between 2000 and 2005. The number of employed Lauderdale County residents fell by about 1,750 during the 2000 to 2005 period. Steep employment declines in 2001 and 2002 pushed the county's unemployment rate up from 4.4 percent in 2000 to 7.9 percent in 2002. With employment growing faster than the labor force in 2004 and 2005, unemployment dropped to 4.6 percent in 2005, still above the Alabama rate of 4.0 percent. About 1,920 unemployed residents and 9,480 underemployed workers who would consider moving to a better job if one became available constitute a labor pool of around 11,400 to supply new and expanding businesses in Lauderdale County.

Lauderdale County had a 2005 population of 87,691 living in 37,285 households. The number of occupied housing units rose by 1,197 between 2000 and 2005, an increase of 3.3 percent. There were an estimated 4,467 vacant housing units in 2005, amounting to 10.7 percent of the county's total housing stock. Per capita income of \$24,863 in 2004 was 90 percent of the Alabama average and ranked 21st among the state's 67 counties. Per capita income grew at a slower rate in the county than in the state between 2000 and 2004, however. Average wages grew just 14.0 percent from

Table 1-12. Lauderdale County existing conditions review

	1990	2000	2001	2002	2003	2004	2005
Civilian labor force	37,650	43,860	43,163	42,127	41,373	41,470	42,091
Change		6,210	-697	-1,036	-754	97	621
Percent change		16.5	-1.6	-2.4	-1.8	0.2	1.5
Employment	35,010	41,925	40,586	38,808	38,597	39,035	40,169
Change		6,915	-1,339	-1,778	-211	438	1,134
Percent change		19.8	-3.2	-4.4	-0.5	1.1	2.9
Unemployment	2,640	1,935	2,577	3,319	2,776	2,435	1,922
Unemployment rate (%)	7.0	4.4	6.0	7.9	6.7	5.9	4.6
Underemployment						6,869	9,480
Underemployment Rate (%)						19.0	23.2
Population	79,661	87,966	87,466	87,058	87,093	87,466	87,691
Change		8,305	-500	-408	35	373	225
Percent change		10.4	-0.6	-0.5	0.0	0.4	0.3
White		78,152	77,748	77,349	77,446	77,772	77,979
Black		8,680	8,638	8,566	8,507	8,526	8,526
Total Housing Units	33,522	40,424	40,909	41,078	41,292	41,653	41,752
Occupied	30,905	36,088	36,532	36,683	36,874	37,196	37,285
Change		5,183	444	151	191	322	89
Percent change		16.8	1.2	0.4	0.5	0.9	0.2
Vacant	2,617	4,336	4,377	4,395	4,418	4,457	4,467
Per capita income (\$)	15,835	22,117	23,130	23,242	23,714	24,863	
Change		6,282	1,013	112	472	1,149	
Percent change		39.7	4.6	0.5	2.0	4.8	
Average wage per job (\$)	15,907	22,579	23,209	23,874	24,443	25,428	25,737
Change		6,672	630	665	569	985	309
Percent change		41.9	2.8	2.9	2.4	4.0	1.2
Individuals in Poverty (%)	14.9	14.4	14.7	15.1	15.6	16.2	
Educational Attainment (percent of population 25 years and over)							
High school or more	67.9	76.4					
Bachelor's or more	16.4	18.5					
Real Output (\$, Millions 1996)							
Total	753	1,001	997	1,013	1,028	1,059	1,086
Manufacturing	185	200	192	192	192	199	204
Mining	1	8	7	7	7	7	7
Construction	50	66	65	64	66	70	73
Trade	139	196	197	203	208	216	224
Services	159	218	220	224	229	238	245
FIRE	33	56	56	57	59	61	63
TCPU	21	22	22	22	22	23	23
Government	161	231	233	239	239	240	241
AFFF	3	5	5	5	5	5	6
Wage & salary employment (jobs)							
Total	34,930	41,967	41,502	41,996	42,488	43,463	44,318
Manufacturing	7,468	7,347	7,344	7,348	7,369	7,558	7,716
Mining	29	27	24	24	24	24	24
Construction	2,309	2,742	2,730	2,697	2,744	2,831	2,923
Trade	8,819	11,307	10,874	11,080	11,295	11,603	11,892
Services	7,414	9,501	9,462	9,626	9,792	10,100	10,340
FIRE	1,827	2,365	2,311	2,337	2,362	2,410	2,447
TCPU	685	895	899	902	905	912	924
Government	6,106	7,346	7,426	7,541	7,549	7,568	7,588
AFFF	273	437	433	440	448	455	463
Total Business Sales (\$ Millions)							3,002

Note: Acronyms are for Finance, Insurance, and Real Estate (FIRE); Transportation, Communications, and Public Utilities (TCPU); and Agricultural, Forestry, Fisheries, and Farming Services (AFFF). Data not available due to suppression are indicated by n.a.

Source: Alabama Department of Industrial Relations; Global Insight; Dun & Bradstreet; U.S. Bureau of Economic Analysis; U.S.

Bureau of Labor Statistics; U.S. Census Bureau; and Center for Business and Economic Research, The University of Alabama.

2000 to 2005 compared to a 19.4 percent increase across the state. The 2000 Census found 14.4 percent of the county's population living in poverty, below Alabama's rate of 16.1 percent. Educational attainment improved in Lauderdale County between 1990 and 2000. The 76.4 percent share of residents 25 and older with at least a high school education in 2000 is above the statewide average of 75.3 percent and the 18.5 percent of residents with a bachelor's degree or higher is close to the statewide average of 19.0 percent.

Lauderdale County's economy experienced strong growth between 1990 and 2000, with real output measured in 1996 dollars increasing 32.9 percent and the number of jobs located in the county rising by over 7,000 (20.1 percent). Job gains were broad-based, with construction, trade, services, FIRE, and government all seeing substantial increases in both output and total wage and salary employment. Economic growth in Lauderdale County has been less robust since 2000, with output up 8.5 percent between 2000 and 2005 and the number of jobs rising 5.6 percent (2,351 jobs). Manufacturing is rebounding, with companies like SCA Tissue and North American Lighting replacing the lost textile and apparel firms. All other major sectors also saw moderate gains in both output and jobs over the five-year period. The role of trade in the economy of Lauderdale County has continued to grow, with the area having the role of a regional retail hub. Business sales in the county totaled \$3.0 billion in 2005.

Madison County

Selected economic and demographic variables for Madison County are presented in Table 1-13. Madison County is one of the fastest growing counties in Alabama, with growth almost assured to continue in the near term as the base realignment and closure (BRAC) brings thousands of military, civilian, and contractor jobs to Huntsville's Redstone Arsenal. The addition of 37,788 residents between 1990 and 2000 was the third largest increase among Alabama's counties and amounted to a 15.8 percent gain. From 2000 to 2005, the county gained 21,492 more residents, an increase of 7.8 percent that is more than three times the state's 2.5 percent gain. The civilian labor force grew 17.9 percent during the 1990s, faster than the population. The 2001 recession reduced both the size of the labor force and the number of employed residents between 2001 and 2002. However, strong growth resumed in 2003 and overall the period from 2000 to 2005 saw the county's labor force rise by 6.0 percent and employment increase by 6.1 percent, with about 8,850 more residents working in 2005. The unemployment rate has remained well below the statewide average across the study period; the 2005 rate of 3.1 percent beats the 4.0 percent unemployment statewide. About 4,940 unemployed residents and 46,230 underemployed workers who would consider moving to a better job constitute an available labor pool of around 51,170 to supply job openings and new and expanding businesses in Madison County.

Madison County had a 2005 population of 298,192 living in 120,519 households, making it the state's third most populous county. The number of occupied housing units rose by 10,564 between 2000 and 2005, an increase of 9.6 percent. There were an estimated 11,340 vacant units in 2005, amounting to 9.4 percent of the county's total housing stock. Per capita income of \$32,924 in 2004 was 119 percent of the Alabama average and ranked third among the state's 67 counties. Per capita income grew 14.2 percent between 2000 and 2004, less than the state's 16.5 percent increase. Average wages rose slightly faster in Madison County than across the state between 2000 and 2005, with a gain of 19.9 percent compared to 19.4 percent statewide. Wages in the county averaged 125 percent of average wages across Alabama in 2005. The 2000 Census found 10.5 percent of the

Table 1-13. Madison County existing conditions review

	1990	2000	2001	2002	2003	2004	2005
Civilian labor force	127,500	150,347	151,226	150,936	155,156	158,115	159,438
Change		22,847	879	-290	4,220	2,959	1,323
Percent change		17.9	0.6	-0.2	2.8	1.9	0.8
Employment	121,290	145,638	145,922	144,651	148,482	151,499	154,494
Change		24,348	284	-1,271	3,831	3,017	2,995
Percent change		20.1	0.2	-0.9	2.6	2.0	2.0
Unemployment	6,210	4,709	5,304	6,285	6,674	6,616	4,944
Unemployment rate (%)	4.9	3.1	3.5	4.2	4.3	4.2	3.1
Underemployment						40,309	46,229
Underemployment Rate (%)						27.1	29.5
Population	238,912	276,700	281,171	285,711	289,926	293,598	298,192
Change		37,788	4,471	4,540	4,215	3,672	4,594
Percent change		15.8	1.6	1.6	1.5	1.3	1.6
White		201,306	203,288	206,242	208,589	210,854	213,861
Black		63,428	65,027	66,204	67,558	68,765	70,046
Total Housing Units	97,855	120,288	122,048	123,530	124,914	128,652	131,859
Occupied	91,208	109,955	111,552	112,906	114,171	117,588	120,519
Change		18,747	1,597	1,354	1,265	3,417	2,931
Percent change		20.6	1.5	1.2	1.1	3.0	2.5
Vacant	6,647	10,333	10,496	10,624	10,743	11,064	11,340
Per capita income (\$)	20,317	28,825	29,333	30,209	31,545	32,924	
Change		8,508	508	876	1,336	1,379	
Percent change		41.9	1.8	3.0	4.4	4.4	
Average wage per job (\$)	25,322	35,288	36,353	38,150	39,690	40,662	42,325
Change		9,966	1,065	1,797	1,540	972	1,663
Percent change		39.4	3.0	4.9	4.0	2.4	4.1
Individuals in Poverty (%)	10.9	10.5	10.4	10.4	10.9	11.7	
Educational Attainment (percent of population 25 years and over)							
High school or more	80.2	85.4					
Bachelor's or more	30.1	34.3					
Real Output (\$, Millions 1996)							
Total	5,643	7,204	7,523	7,669	7,797	8,038	8,237
Manufacturing	1,544	1,475	1,491	1,491	1,493	1,514	1,532
Mining	4	n.a.	2	2	2	1	1
Construction	196	237	235	227	233	245	259
Trade	557	836	867	894	923	963	1,002
Services	1,409	2,307	2,382	2,453	2,524	2,656	2,758
FIRE	126	235	234	240	249	263	275
TCPU	124	172	174	177	180	188	190
Government	1,672	1,942	1,963	2,006	2,008	2,016	2,023
AFFF	11	n.a.	176	181	186	191	196
Wage & salary employment (jobs)							
Total	164,111	192,928	195,302	197,872	200,405	205,114	208,965
Manufacturing	34,302	29,506	28,948	28,955	28,986	29,272	29,511
Mining	192	n.a.	131	120	120	119	114
Construction	7,599	8,587	8,667	8,764	8,932	9,286	9,670
Trade	28,978	39,110	39,310	39,915	40,543	41,445	42,291
Services	43,882	64,360	65,280	66,723	68,189	70,902	73,010
FIRE	7,157	9,126	9,142	9,214	9,327	9,509	9,665
TCPU	3,675	5,107	5,101	5,177	5,278	5,494	5,559
Government	37,451	37,132	37,035	37,313	37,331	37,378	37,427
AFFF	875	n.a.	1,688	1,692	1,699	1,709	1,719
Total Business Sales (\$ Millions)							22,099

Note: Acronyms are for Finance, Insurance, and Real Estate (FIRE); Transportation, Communications, and Public Utilities (TCPU); and Agricultural, Forestry, Fisheries, and Farming Services (AFFF). Data not available due to suppression are indicated by n.a.

Source: Alabama Department of Industrial Relations; Global Insight; Dun & Bradstreet; U.S. Bureau of Economic Analysis; U.S.

Bureau of Labor Statistics; U.S. Census Bureau; and Center for Business and Economic Research, The University of Alabama.

county's population living in poverty, well below the Alabama rate of 16.1 percent. The share of individuals in poverty rose slightly to an estimated 11.7 percent in 2004. Educational attainment of Madison County residents, which was already relatively high in 1990, saw improvement in 2000. The 85.4 percent share of residents 25 and older with at least a high school education in 2000 is well above the statewide average of 75.3 percent and the 34.3 percent of residents with a bachelor's degree or higher far exceeds the 19.0 percent statewide.

The economy of Madison County expanded moderately between 1990 and 2000, with real output measured in 1996 dollars rising 27.7 percent and the number of jobs located in the county increasing by almost 28,820 (17.6 percent). This pace of growth continued from 2000 to 2005, as output climbed 14.3 percent and wage and salary employment rose 8.3 percent (16,037 jobs). The services sector was the primary contributor to growth from 2000 to 2005, with output up 19.5 percent and employment rising 13.4 percent (8,650 jobs). Services accounted for 33.5 percent of Madison County's output and 34.9 percent of jobs in 2005. The county's sizeable manufacturing sector saw stagnant employment between 2000 and 2005 and modest output growth. Business sales in the county totaled \$22.1 billion in 2005.

Marengo County

Table 1-14 presents selected economic and demographic variables for Marengo County. The county's population has been declining since 1990, with a loss of 2.4 percent of its residents between 1990 and 2000 and a larger 2.9 percent drop from 2000 to 2005. The decline in the labor force was a steeper 6.6 percent in the period from 1990 to 2000 and 5.2 percent between 2000 and 2005. Employment of Marengo County residents decreased by about 500 in the latter period. The unemployment rate rose to 5.9 percent in 2002 and 2003, but fell to 5.3 percent in 2005, as the labor force contracted more sharply than employment. The 2005 rate remains well above the Alabama unemployment rate of 4.0 percent. About 450 unemployed residents and 1,600 underemployed workers who would consider moving to a better job constitute an available labor pool of more than 2,000 to supply new and expanding businesses in Marengo County.

Marengo County had a 2005 population of 21,879 living in 8,948 households. The number of occupied housing units rose by 181 between 2000 and 2005, an increase of 2.1 percent. There were 1,385 vacant housing units in 2005, accounting for 13.4 percent of the total housing stock. A special Katrina tabulation by the Census Bureau has the household population in Marengo County increasing by about 90 residents between July 1, 2005 and January 1, 2006. Per capita income of \$25,034 in 2004 amounted to 90 percent of the Alabama average and ranked 20th among the state's 67 counties. Per capita income grew slightly faster in the county than in the state between 2000 and 2004. Average wages rose more rapidly in Marengo County than across the state in both 2004 and 2005, with increases of 5.1 percent and 8.2 percent, respectively. The 2000 Census found 25.9 percent of the county's population living in poverty; well above the Alabama rate of 16.1 percent. The share of individuals in poverty was unchanged from 2001 to 2004. Educational attainment improved in Marengo County between 1990 and 2000. However, the 71.9 percent share of residents 25 and older with at least a high school education in 2000 is below the statewide average of 75.3 percent and the 12.1 percent of residents with a bachelor's degree or higher is below the 19.0 percent statewide.

Table 1-14. Marengo County existing conditions review

	1990	2000	2001	2002	2003	2004	2005
Civilian labor force	9,740	9,095	8,970	9,032	9,059	8,891	8,626
Change		-645	-125	62	27	-168	-265
Percent change		-6.6	-1.4	0.7	0.3	-1.9	-3.0
Employment	9,080	8,676	8,482	8,503	8,526	8,379	8,173
Change		-404	-194	21	23	-147	-206
Percent change		-4.4	-2.2	0.2	0.3	-1.7	-2.5
Unemployment	660	419	488	529	533	512	453
Unemployment rate (%)	6.8	4.6	5.4	5.9	5.9	5.8	5.3
Underemployment						2,457	1,598
Underemployment Rate (%)						22.6	19.0
Population	23,084	22,539	22,320	22,392	22,189	22,026	21,879
Change		-545	-219	72	-203	-163	-147
Percent change		-2.4	-1.0	0.3	-0.9	-0.7	-0.7
White		10,720	10,627	10,658	10,530	10,415	10,296
Black		11,660	11,573	11,608	11,521	11,456	11,421
Total Housing Units	9,144	10,127	10,263	10,293	10,307	10,337	10,333
Occupied	8,156	8,767	8,888	8,914	8,928	8,952	8,948
Change		611	121	26	14	24	-4
Percent change		7.5	1.4	0.3	0.2	0.3	0.0
Vacant	988	1,360	1,375	1,379	1,379	1,385	1,385
Per capita income (\$)	13,045	21,304	22,634	23,004	23,598	25,034	
Change		8,259	1,330	370	594	1,436	
Percent change		63.3	6.2	1.6	2.6	6.1	
Average wage per job (\$)	16,217	24,163	24,469	24,719	25,148	26,423	28,597
Change		7,946	306	250	429	1,275	2,174
Percent change		49.0	1.3	1.0	1.7	5.1	8.2
Individuals in Poverty (%)	30.0	25.9	21.3	19.8	20.2	21.3	
Educational Attainment (percent of population 25 years and over)							
High school or more	61.4	71.9					
Bachelor's or more	11.5	12.1					
Real Output (\$, Millions 1996)							
Total	204	279	264	266	269	274	280
Manufacturing	69	102	87	87	88	91	94
Mining	0	1	1	1	1	1	1
Construction	10	13	13	12	12	13	13
Trade	28	32	31	32	32	32	33
Services	23	35	35	36	37	38	39
FIRE	8	10	10	10	10	11	11
TCPU	23	25	26	26	27	26	26
Government	40	53	54	55	55	55	56
AFFF	4	8	7	7	7	7	7
Wage & salary employment (jobs)							
Total	8,820	10,431	10,027	10,085	10,145	10,282	10,407
Manufacturing	2,694	3,022	2,740	2,741	2,748	2,813	2,867
Mining	0	0	0	0	0	0	0
Construction	336	542	496	481	482	491	502
Trade	1,674	1,806	1,815	1,821	1,827	1,833	1,840
Services	1,477	1,868	1,855	1,880	1,905	1,952	1,988
FIRE	369	474	476	482	489	501	510
TCPU	545	573	501	511	522	514	518
Government	1,651	1,932	1,942	1,966	1,967	1,971	1,975
AFFF	74	214	213	213	214	216	217
Total Business Sales (\$ Millions)							986

Note: Acronyms are for Finance, Insurance, and Real Estate (FIRE); Transportation, Communications, and Public Utilities (TCPU); and Agricultural, Forestry, Fisheries, and Farming Services (AFFF). Data not available due to suppression are indicated by n.a.

Source: Alabama Department of Industrial Relations; Global Insight; Dun & Bradstreet; U.S. Bureau of Economic Analysis; U.S.

Bureau of Labor Statistics; U.S. Census Bureau; and Center for Business and Economic Research, The University of Alabama.

Marengo County's economy showed strong growth between 1990 and 2000, with real output measured in 1996 dollars rising 36.8 percent and the number of jobs located in the county increasing by over 1,600 (18.3 percent). The county's developing manufacturing and services sectors were the largest contributors to this expansion. The local economy was hurt by the recession of 2001, however, with the result that in 2005 wage and salary employment and real output were just about at their 2000 levels. Marengo County's heavy dependence on manufacturing makes its economy more vulnerable to economic downturns. Manufacturing accounted for a third of real output and 27.5 percent of jobs in the county in 2005. Business sales in the county totaled \$986 million in 2005.

Marion County

Table 1-15 presents selected economic and demographic variables for Marion County. A strong economy brought almost 1,400 new residents to the county between 1990 and 2000 for a gain of 4.6 percent. But the economy slowed in 2001 and 2002, and the population declined by almost 1,100 over the entire 2000 to 2005 period, for a 3.5 percent decrease. Employment grew much more than the labor force during the decade of the 1990s, bringing the county's unemployment rate down from 14.2 percent in 1990 to 5.9 percent in 2000. But the economic decline pushed the rate up to 8.1 percent in 2002. Labor force and employment growth returned in 2003, and by 2005 unemployment was down to 4.1 percent, barely above the Alabama rate of 4.0 percent. About 550 unemployed residents and 1,600 underemployed workers who would consider moving to a better job if one became available constitute a labor pool of more than 2,100 to supply new and expanding businesses in Marion County.

Marion County had a 2005 population of 30,154 living in 13,060 households. The number of occupied housing units rose by 363 between 2000 and 2005, an increase of 2.9 percent. There were an estimated 1,764 vacant units in 2005, amounting to 11.9 percent of the county's total housing stock. Per capita income of \$22,210 in 2004 amounted to 81 percent of the Alabama average and ranked 49th among the state's 67 counties. Per capita income grew more rapidly in the county than in the state between 2000 and 2004, with an increase of 20.0 percent compared to the state's 16.5 percent gain. However, average wages grew much more slowly than in the state from 2000 to 2005. The 2000 Census found 15.6 percent of the county's population living in poverty, slightly below Alabama's rate of 16.1 percent. Educational attainment improved in Marion County between 1990 and 2000. However, the 63.2 percent share of residents 25 and older with at least a high school education in 2000 is well below the statewide average of 75.3 percent and the 8.0 percent of residents with a bachelor's degree or higher is far below the 19.0 percent statewide.

Marion County's economy experienced strong growth between 1990 and 2000, with real output measured in 1996 dollars increasing by 31.3 percent and the number of jobs located in the county increasing by more than 2,500 (19.8 percent). All major sectors contributed to both output and job growth during the 1990s as the county began to transition to a more services-based economy. Manufacturing turned down after 2000, with employment dropping by more 900 between 2000 and 2005 and output off 4.1 percent. Gains in trade and services helped offset some of the manufacturing loss, but in 2005 the Marion County economy remained overly dependent on manufacturing. Manufacturing still accounted for more than a third of employment and almost 44 percent of output in 2005. Business sales in the county totaled \$1.6 billion in 2005.

Table 1-15. Marion County existing conditions review

	1990	2000	2001	2002	2003	2004	2005
Civilian labor force	14,270	14,309	12,986	12,701	13,145	13,375	13,585
Change		39	-1,323	-285	444	230	210
Percent change		0.3	-9.2	-2.2	3.5	1.7	1.6
Employment	12,240	13,465	11,958	11,678	12,267	12,581	13,032
Change		1,225	-1,507	-280	589	314	451
Percent change		10.0	-11.2	-2.3	5.0	2.6	3.6
Unemployment	2,030	844	1,028	1,023	878	794	553
Unemployment rate (%)	14.2	5.9	7.9	8.1	6.7	5.9	4.1
Underemployment						2,457	1,598
Underemployment Rate (%)						22.6	19.0
Population	29,830	31,214	30,680	30,391	30,214	30,159	30,154
Change		1,384	-534	-289	-177	-55	-5
Percent change		4.6	-1.7	-0.9	-0.6	-0.2	0.0
White		29,725	29,229	28,952	28,748	28,666	28,656
Black		1,136	1,164	1,153	1,172	1,181	1,179
Total Housing Units	12,597	14,416	14,652	14,748	14,776	14,809	14,824
Occupied	11,521	12,697	12,908	12,993	13,018	13,047	13,060
Change		1,176	211	85	25	29	13
Percent change		10.2	1.7	0.7	0.2	0.2	0.1
Vacant	1,076	1,719	1,744	1,755	1,758	1,762	1,764
Per capita income (\$)	11,992	18,513	18,802	19,507	20,401	22,210	
Change		6,521	289	705	894	1,809	
Percent change		54.4	1.6	3.7	4.6	8.9	
Average wage per job (\$)	16,458	23,787	24,208	24,321	24,656	25,939	26,936
Change		7,329	421	113	335	1,283	997
Percent change		44.5	1.8	0.5	1.4	5.2	3.8
Individuals in Poverty (%)	19.1	15.6	19.8	18.5	16.8	17.9	
Educational Attainment (percent of population 25 years and over)							
High school or more	50.0	63.2					
Bachelor's or more	6.7	8.0					
Real Output (\$, Millions 1996)							
Total	281	369	347	347	348	360	370
Manufacturing	146	169	152	151	151	157	162
Mining	2	1	1	2	2	2	2
Construction	6	11	10	10	10	10	11
Trade	31	44	43	44	44	45	47
Services	32	55	55	56	57	60	61
FIRE	7	12	11	11	11	12	12
TCPU	15	24	23	22	22	23	23
Government	40	51	51	51	52	52	52
AFFF	2	0	0	0	0	0	0
Wage & salary employment (jobs)							
Total	12,774	15,300	14,044	14,045	14,081	14,368	14,499
Manufacturing	5,765	5,822	4,884	4,857	4,846	4,932	4,889
Mining	66	35	30	28	26	28	32
Construction	344	610	533	504	507	524	545
Trade	1,939	2,482	2,481	2,489	2,499	2,526	2,578
Services	2,074	2,942	2,847	2,901	2,956	3,057	3,136
FIRE	358	612	580	585	580	594	599
TCPU	527	931	857	832	818	848	858
Government	1,596	1,786	1,753	1,771	1,773	1,778	1,783
AFFF	105	80	79	78	77	81	80
Total Business Sales (\$ Millions)							1,621

Note: Acronyms are for Finance, Insurance, and Real Estate (FIRE); Transportation, Communications, and Public Utilities (TCPU); and Agricultural, Forestry, Fisheries, and Farming Services (AFFF). Data not available due to suppression are indicated by n.a.

Source: Alabama Department of Industrial Relations; Global Insight; Dun & Bradstreet; U.S. Bureau of Economic Analysis; U.S.

Bureau of Labor Statistics; U.S. Census Bureau; and Center for Business and Economic Research, The University of Alabama.

Mobile County

Table 1-16 presents selected economic and demographic variables for Mobile County. The county's population has been generally rising since 1990, albeit modestly; the addition of 21,200 residents between 1990 and 2000 amounts to an increase of 5.6 percent versus 10.1 percent statewide. Population growth has been particularly slow since 2000, with just 1,584 new residents for a 0.4 percent gain. Strong growth in the county's labor force and in the number of employed residents seen from 1990 through 2000 came to a halt in 2001 as the economic downturn hit the Mobile County economy hard. Unemployment, which is historically above the statewide average, rose from 4.4 percent in 2000 to a peak of 6.5 percent in 2003. Labor force and employment picked back up in 2005, but both were still about 6,000 below their 2000 peak levels. Unemployment fell to 4.5 percent, slightly above the state rate of 4.0 percent in 2005. A total of 8,140 unemployed residents and 51,490 underemployed workers who would consider a better job provide an available labor pool of 59,630 for job openings at existing businesses and to supply new industries in Mobile County.

Mobile County had a 2005 population of 401,427 living in 159,018 households. The number of occupied housing units rose by 8,839 between 2000 and 2005, an increase of 5.9 percent. There were an estimated 15,727 vacant units in 2005, amounting to 9.0 percent of the county's housing stock. The special Katrina tabulation by the Census Bureau estimated that Mobile County's household population fell by over 2,300 between July 1, 2005 and January 1, 2006, in the wake of the hurricane. The city of Bayou La Batre, with a July 1, 2005 population of 2,725, was heavily damaged and its population dispersed.

Per capita income of \$23,840 in 2004 was 86 percent of the Alabama average and ranked 30th among the state's 67 counties. Per capita income growth between 2000 and 2004 was a weak 10.4 percent compared to the statewide increase of 16.5 percent. Average wages also rose more slowly, with Mobile County's increase of 17.7 percent from 2000 to 2005 below the Alabama gain of 19.4 percent. Wage gains have improved in recent years and the 5.3 percent increase in 2005 was well above the state's 3.8 percent increase. The 2000 Census found 18.5 percent of the county's population living in poverty, higher than the Alabama rate of 16.1 percent. The share of individuals in poverty rose to an estimated 20.0 percent in 2004. Educational attainment improved in Mobile County between 1990 and 2000. The 76.7 percent share of residents 25 and older with at least a high school education in 2000 is just above the statewide average of 75.3 percent, while the 18.6 percent of residents with at least a bachelor's degree is just below the state's 19.0 percent share.

Mobile County's economy experienced relatively strong growth between 1990 and 2000, with real output (in 1996 dollars) rising 23.2 percent and the number of jobs located in the county increasing by 21.1 percent (38,128 jobs). During the decade of the 1990s, Mobile was shedding much of its emphasis on manufacturing industries, such as chemicals and paper, as it transitioned to a more service-based economy. The share of the county's output from manufacturing dropped from 20.1 percent in 1990 to 14.3 percent in 2000, while output from services rose from 25.6 percent of the total in 1990 to 28.6 percent in 2000. Construction activity also picked up sharply. Real output continued to grow between 2000 and 2005, increasing by 10.4 percent. Jobs in the county dipped in 2001, but resumed a growth track in 2002, with the addition of 12,250 wage and salary jobs between 2000 and 2005 amounting to an increase of 5.6 percent. Manufacturing employment continued to slide through 2004, while services and FIRE grew in importance. Construction also posted strong gains. Business sales in Mobile County totaled \$20.3 billion in 2005.

Table 1-16. Mobile County existing conditions review

	1990	2000	2001	2002	2003	2004	2005
Civilian labor force	169,360	186,720	185,365	182,762	181,307	179,638	180,978
Change		17,360	-1,355	-2,603	-1,455	-1,669	1,340
Percent change		10.3	-0.7	-1.4	-0.8	-0.9	0.7
Employment	157,500	178,573	175,856	171,831	169,586	168,667	172,838
Change		21,073	-2,717	-4,025	-2,245	-919	4,171
Percent change		13.4	-1.5	-2.3	-1.3	-0.5	2.5
Unemployment	11,860	8,147	9,509	10,931	11,721	10,971	8,140
Unemployment rate (%)	7.0	4.4	5.1	6.0	6.5	6.1	4.5
Underemployment						46,814	51,490
Underemployment Rate (%)						24.6	29.3
Population	378,643	399,843	400,423	399,500	399,699	400,107	401,427
Change		21,200	580	-923	199	408	1,320
Percent change		5.6	0.1	-0.2	0.0	0.1	0.3
White		254,182	252,985	251,085	250,278	249,616	249,621
Black		133,823	135,074	135,866	136,659	137,466	138,562
Total Housing Units	151,220	165,101	167,979	170,056	171,428	172,738	174,745
Occupied	136,899	150,179	152,861	154,751	155,999	157,192	159,018
Change		13,280	2,682	1,890	1,248	1,193	1,826
Percent change		9.7	1.8	1.2	0.8	0.8	1.2
Vacant	14,321	14,922	15,118	15,305	15,429	15,546	15,727
Per capita income (\$)	14,516	21,590	22,004	22,435	22,916	23,840	
Change		7,074	414	431	481	924	
Percent change		48.7	1.9	2.0	2.1	4.0	
Average wage per job (\$)	20,499	28,256	29,100	29,723	30,435	31,596	33,255
Change		7,757	844	623	712	1,161	1,659
Percent change		37.8	3.0	2.1	2.4	3.8	5.3
Individuals in Poverty (%)	21.4	18.5	18.3	18.6	18.5	20.0	
Educational Attainment (percent of population 25 years and over)							
High school or more	70.1	76.7					
Bachelor's or more	15.5	18.6					
Real Output (\$, Millions 1996)							
Total	4,993	6,500	6,571	6,678	6,777	6,999	7,175
Manufacturing	1,006	930	892	896	901	945	972
Mining	23	55	58	54	54	54	49
Construction	342	584	589	587	596	612	633
Trade	854	1,084	1,118	1,139	1,161	1,192	1,221
Services	1,277	1,859	1,895	1,942	1,989	2,076	2,144
FIRE	226	347	354	362	363	378	387
TCPU	378	523	530	546	550	561	578
Government	864	1,083	1,098	1,116	1,126	1,143	1,153
AFFF	23	36	36	37	37	38	38
Wage & salary employment (jobs)							
Total	180,977	219,105	218,588	220,554	222,701	227,312	231,362
Manufacturing	23,260	20,306	19,167	18,500	18,132	18,184	18,346
Mining	847	918	1,006	947	944	941	853
Construction	12,473	18,951	19,146	19,088	19,293	19,666	20,122
Trade	43,551	49,437	49,372	50,038	50,731	51,725	52,657
Services	49,145	69,201	69,421	70,757	72,115	74,625	76,577
FIRE	10,840	13,484	13,624	13,696	13,709	13,867	13,957
TCPU	10,048	13,263	13,334	13,685	13,770	13,997	14,366
Government	28,736	30,849	31,001	31,318	31,477	31,767	31,936
AFFF	2,077	2,696	2,517	2,524	2,532	2,540	2,547
Total Business Sales (\$ Millions)							20,344

Note: Acronyms are for Finance, Insurance, and Real Estate (FIRE); Transportation, Communications, and Public Utilities (TCPU); and Agricultural, Forestry, Fisheries, and Farming Services (AFFF). Data not available due to suppression are indicated by n.a.

Source: Alabama Department of Industrial Relations; Global Insight; Dun & Bradstreet; U.S. Bureau of Economic Analysis; U.S. Bureau of Labor Statistics; U.S. Census Bureau; and Center for Business and Economic Research, The University of Alabama.

Monroe County

Table 1-17 presents selected economic and demographic variables for Monroe County. The county saw a modest population gain of 1.5 percent between 1990 and 2000, but lost a larger 2.4 percent of its residents during the five years from 2000 to 2005. Employment rose 6.8 percent during the 1990s, while the labor force expanded by just 1.2 percent, with a resulting decline in unemployment from 10.6 percent in 1990 to 5.7 percent in 2000. But the recession of 2001 hit Monroe County's manufacturing-concentrated economy hard and both the labor force and employment contracted during 2001 through 2003. The county's unemployment rate stood at 7.8 percent in both 2002 and 2003. Although a modest recovery began in 2004, it went flat in 2005, with the result that in 2005 both the labor force and employment remained about 7.3 percent below their 2000 levels. The decline in the labor force slightly exceeded employment losses, so that by 2005 unemployment had fallen to 5.6 percent, still well above Alabama's unemployment rate of 4.0 percent. About 540 unemployed residents and 2,210 underemployed workers who would consider moving to a better job constitute an available labor pool of more than 2,700 to supply new and expanding businesses in Monroe County.

Monroe County had a 2005 population of 23,733 living in 9,646 households. The number of occupied housing units rose by 263 between 2000 and 2005, an increase of 2.8 percent. There were an estimated 2,018 vacant units in 2005, amounting to 17.3 percent of the county's total housing stock. Per capita income of \$22,542 in 2004 was 81 percent of the Alabama average and ranked 41st among the state's 67 counties. Per capita income grew slightly slower in the county than in the state between 2000 and 2004. Average wages in Monroe County rose 17.4 percent from 2000 to 2005, below the 19.4 percent increase statewide. Still, in 2005 the county's average wage amounted to 97.5 percent of the state's. The 2000 Census found 21.3 percent of the county's population living in poverty, above Alabama's rate of 16.1 percent. The share of Monroe County's population in poverty dropped to an estimated 18.5 percent in 2004. Educational attainment improved between 1990 and 2000. However, the 67.9 percent share of residents 25 and older with at least a high school education in 2000 is well below the statewide average of 75.3 percent and the 11.8 percent of residents with a bachelor's degree or higher is below the 19.0 percent statewide.

Monroe County's economy saw mixed results between 1990 and 2000, with real output measured in 1996 dollars increasing almost 2.1 percent, but the number of jobs located in the county decreasing by around 625 (5.1 percent). The county's dominant manufacturing sector was able to increase the value of the goods it produced by 10.2 percent from 1990 to 2000, while reducing employment by 10.2 percent (470 jobs). Output and employment in construction plummeted during the 1990s. Services and TCPU were the largest contributors to economic growth. Manufacturing output continued to increase between 2000 and 2005, so that in 2005 the manufacturing sector accounted for 49.2 percent of the county's total output. Jobs in manufacturing dipped in 2001, but by 2005 were about at the same level as in 2000 and amounted to over a third of all jobs located in Monroe County. From 2000 to 2005, the county's output rose 8.3 percent and wage and salary employment increased 3.7 percent, with most of the growth in services. Business sales in the county totaled \$958 million in 2005.

Table 1-17. Monroe County existing conditions review

	1990	2000	2001	2002	2003	2004	2005
Civilian labor force	10,230	10,352	9,967	9,753	9,463	9,740	9,589
Change		122	-385	-214	-290	277	-151
Percent change		1.2	-3.7	-2.1	-3.0	2.9	-1.6
Employment	9,140	9,761	9,309	8,992	8,724	9,058	9,051
Change		621	-452	-317	-268	334	-7
Percent change		6.8	-4.6	-3.4	-3.0	3.8	-0.1
Unemployment	1,090	591	658	761	739	682	538
Unemployment rate (%)	10.6	5.7	6.6	7.8	7.8	7.0	5.6
Underemployment						1,578	2,210
Underemployment Rate (%)						20.0	24.5
Population	23,968	24,324	24,074	23,985	23,789	23,698	23,733
Change		356	-250	-89	-196	-91	35
Percent change		1.5	-1.0	-0.4	-0.8	-0.4	0.1
White		14,089	13,897	13,797	13,683	13,557	13,525
Black		9,756	9,722	9,721	9,644	9,657	9,735
Total Housing Units	9,633	11,343	11,567	11,609	11,636	11,672	11,664
Occupied	8,412	9,383	9,566	9,601	9,623	9,653	9,646
Change		971	183	35	22	30	-7
Percent change		11.5	2.0	0.4	0.2	0.3	-0.1
Vacant	1,221	1,960	2,001	2,008	2,013	2,019	2,018
Per capita income (\$)	13,132	19,457	20,381	20,231	21,373	22,542	
Change		6,325	924	-150	1,142	1,169	
Percent change		48.2	4.7	-0.7	5.6	5.5	
Average wage per job (\$)	20,581	28,213	28,399	28,636	30,490	31,922	33,110
Change		7,632	186	237	1,854	1,432	1,188
Percent change		37.1	0.7	0.8	6.5	4.7	3.7
Individuals in Poverty (%)	22.7	21.3	19.2	18.3	17.8	18.5	
Educational Attainment (percent of population 25 years and over)							
High school or more	59.2	67.9					
Bachelor's or more	10.8	11.8					
Real Output (\$, Millions 1996)							
Total	341	348	354	356	358	369	377
Manufacturing	157	173	176	176	176	181	185
Mining	2	0	0	0	0	0	0
Construction	54	5	5	5	6	6	6
Trade	32	36	36	37	37	38	39
Services	21	37	38	39	40	41	43
FIRE	6	7	7	7	7	7	7
TCPU	27	43	43	42	41	44	45
Government	40	48	48	49	49	49	50
AFFF	2	n.a.	2	2	2	2	2
Wage & salary employment (jobs)							
Total	12,279	11,652	11,554	11,588	11,652	11,912	12,088
Manufacturing	4,600	4,130	3,923	3,925	3,935	4,026	4,101
Mining	77	n.a.	12	1	0	0	0
Construction	1,338	287	263	268	272	277	282
Trade	1,950	2,035	2,025	2,037	2,050	2,068	2,085
Services	1,269	1,959	1,957	1,989	2,022	2,083	2,130
FIRE	313	371	347	350	354	361	367
TCPU	930	1,161	1,200	1,170	1,165	1,233	1,254
Government	1,690	1,709	1,704	1,725	1,726	1,730	1,733
AFFF	112	n.a.	123	123	127	133	136
Total Business Sales (\$ Millions)							958

Note: Acronyms are for Finance, Insurance, and Real Estate (FIRE); Transportation, Communications, and Public Utilities (TCPU); and Agricultural, Forestry, Fisheries, and Farming Services (AFFF). Data not available due to suppression are indicated by n.a.

Source: Alabama Department of Industrial Relations; Global Insight; Dun & Bradstreet; U.S. Bureau of Economic Analysis; U.S.

Bureau of Labor Statistics; U.S. Census Bureau; and Center for Business and Economic Research, The University of Alabama.

Perry County

Selected economic and demographic variables for Perry County are displayed in Table 1-18. The county's population has been declining since 1990; it fell 7.0 percent between 1990 and 2000 and 4.1 percent from 2000 to 2005. The civilian labor force declined a steeper 14.3 percent in both time periods. There were 490 fewer employed Perry County residents in 2005 compared to 2000. Unemployment rates in the county have historically been quite high; the county's 13.1 percent rate in 1990 far exceeded the state's 6.3 percent. Since 2000, unemployment peaked at 10.8 percent in 2002 before falling to 8.2 percent in 2005—more than twice Alabama's 4.0 percent rate. About 1,140 underemployed workers who would consider moving to a better job and 290 unemployed constitute an available labor pool of around 1,430 for new and expanding businesses in the county.

Perry County had a 2005 population of 11,371 living in 4,419 households. The number of occupied housing units rose by 86 (2.0 percent) between 2000 and 2005. The estimated 1,091 vacant units in 2005 amounted to 20.4 percent of the county's total housing stock. Per capita income of \$19,405 in 2004 was 70 percent of the Alabama average and ranked 62nd among the state's 67 counties. Per capita income grew slightly slower in the county than in the state between 2000 and 2004. Average wages rose slightly faster in Perry County (20.4 percent) than across the state (19.4 percent) from 2000 to 2005. The 2000 Census found 35.4 percent of the county's population living in poverty, well over twice the 16.1 percent for Alabama; the poverty rate dropped to 30.4 percent in 2004. The share of residents with at least a high school education climbed from 51.0 percent in 1990 to 62.4 percent in 2000, but the percentage of residents with a bachelor's or higher degree fell from 11.5 percent to 10.0 percent, indicating that the county is failing to hold onto its college-educated. Both shares are well below the statewide averages of 75.3 and 19.0 percent in 2000, respectively.

The county has struggled economically over the last decade and a half. Real output measured in 1996 dollars rose just 7.2 percent between 1990 and 2000, while wage and salary employment fell 6.6 percent (254 jobs). Services was the primary contributor to jobs and output during the decade of the 1990s, while manufacturing posted the largest employment decline. Manufacturing continued to contract between 2000 and 2005, losing over 100 jobs. Overall output rose a meager 1.4 percent during this five-year period and employment declined by 3.3 percent. Services accounted for 33.6 percent of Perry County's jobs in 2005, while manufacturing still held 22.4 percent. Business sales in the county totaled \$181 million in 2005.

Pickens County

Table 1-19 presents selected economic and demographic variables for Pickens County. The county's population grew a modest 1.2 percent between 1990 and 2000, adding 250 residents, but fell 3.7 percent (770 residents) from 2000 to 2005 as employment shrank. A 4.3 percent rise in employment and a much smaller increase in the labor force brought the county's unemployment rate down from 9.3 percent in 1990 to 6.7 percent in 2000. Employment began to decline in 2001 and did not begin to pick back up until 2005, while the county's labor force saw attrition across the entire 2000 to 2005 period. During these five years, employment fell 5.8 percent and the labor force shrank by a larger 7.5 percent. Unemployment rose to 7.7 percent in 2001, but fell to 5.0 percent in 2005—still above the 4.0 percent Alabama rate. About 1,490 underemployed workers who would consider moving to a better job if one became available and 400 unemployed residents constitute a labor pool of almost 1,900 to supply new and expanding businesses in Pickens County.

Table 1-18. Perry County existing conditions review

	<u>1990</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>
Civilian labor force	4,810	4,120	3,887	3,847	3,844	3,694	3,530
Change		-690	-233	-40	-3	-150	-164
Percent change		-14.3	-5.7	-1.0	-0.1	-3.9	-4.4
Employment	4,180	3,782	3,496	3,433	3,470	3,349	3,242
Change		-398	-286	-63	37	-121	-107
Percent change		-9.5	-7.6	-1.8	1.1	-3.5	-3.2
Unemployment	630	338	391	414	374	345	288
Unemployment rate (%)	13.1	8.2	10.1	10.8	9.7	9.3	8.2
Underemployment						913	1,139
Underemployment Rate (%)						26.4	35.2
Population	12,759	11,861	11,771	11,722	11,681	11,521	11,371
Change		-898	-90	-49	-41	-160	-150
Percent change		-7.0	-0.8	-0.4	-0.3	-1.4	-1.3
White		3,672	3,688	3,706	3,616	3,525	3,406
Black		8,113	8,040	7,970	8,014	7,950	7,916
Total Housing Units	4,807	5,406	5,490	5,506	5,511	5,518	5,510
Occupied	4,201	4,336	4,403	4,416	4,420	4,425	4,419
Change		135	67	13	4	5	-6
Percent change		3.2	1.5	0.3	0.1	0.1	-0.1
Vacant	606	1,070	1,087	1,090	1,091	1,093	1,091
Per capita income (\$)	9,981	16,894	17,120	17,347	18,435	19,405	
Change		6,913	226	227	1,088	970	
Percent change		69.3	1.3	1.3	6.3	5.3	
Average wage per job (\$)	12,607	19,327	19,620	19,874	20,860	21,549	23,261
Change		6,720	293	254	986	689	1,712
Percent change		53.3	1.5	1.3	5.0	3.3	7.9
Individuals in Poverty (%)	42.6	35.4	33.2	32.3	28.7	30.4	
Educational Attainment (percent of population 25 years and over)							
High school or more	51.0	62.4					
Bachelor's or more	11.5	10.0					
Real Output (\$, Millions 1996)							
Total	69	74	73	73	74	75	75
Manufacturing	22	22	20	20	20	20	20
Mining	0	0	0	0	0	0	0
Construction	3	2	2	2	2	2	2
Trade	7	6	7	7	7	7	7
Services	13	17	18	18	18	19	19
FIRE	2	2	2	2	2	2	2
TCPU	2	3	3	3	3	3	3
Government	19	20	20	21	21	21	21
AFFF	0	1	1	1	1	1	1
Wage & salary employment (jobs)							
Total	3,826	3,572	3,368	3,389	3,405	3,437	3,455
Manufacturing	1,203	881	794	790	785	783	773
Mining	0	0	0	0	0	0	0
Construction	164	120	114	111	111	113	115
Trade	573	510	517	527	535	542	549
Services	876	1,084	1,095	1,107	1,120	1,143	1,160
FIRE	130	115	110	110	110	111	111
TCPU	51	90	89	88	87	88	89
Government	781	724	603	609	610	611	612
AFFF	48	48	46	46	47	47	47
Total Business Sales (\$ Millions)							181

Note: Acronyms are for Finance, Insurance, and Real Estate (FIRE); Transportation, Communications, and Public Utilities (TCPU); and Agricultural, Forestry, Fisheries, and Farming Services (AFFF). Data not available due to suppression are indicated by n.a.

Source: Alabama Department of Industrial Relations; Global Insight; Dun & Bradstreet; U.S. Bureau of Economic Analysis; U.S. Bureau of Labor Statistics; U.S. Census Bureau; and Center for Business and Economic Research, The University of Alabama.

Table 1-19. Pickens County existing conditions review

	<u>1990</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>
Civilian labor force	8,530	8,653	8,493	8,284	8,178	8,053	8,000
Change		123	-160	-209	-106	-125	-53
Percent change		1.4	-1.8	-2.5	-1.3	-1.5	-0.7
Employment	7,740	8,075	7,841	7,658	7,559	7,483	7,603
Change		335	-234	-183	-99	-76	120
Percent change		4.3	-2.9	-2.3	-1.3	-1.0	1.6
Unemployment	790	578	652	626	619	570	397
Unemployment rate (%)	9.3	6.7	7.7	7.6	7.6	7.1	5.0
Underemployment						1,671	1,491
Underemployment Rate (%)						23.7	19.2
Population	20,699	20,949	20,873	20,840	20,523	20,345	20,178
Change		250	-76	-33	-317	-178	-167
Percent change		1.2	-0.4	-0.2	-1.5	-0.9	-0.8
White		11,765	11,799	11,864	11,689	11,542	11,537
Black		9,008	8,996	8,888	8,744	8,709	8,546
Total Housing Units	8,379	9,520	9,666	9,698	9,718	9,745	9,736
Occupied	7,568	8,086	7,752	7,778	7,794	7,815	7,808
Change		518	-334	26	16	21	-7
Percent change		6.8	-4.1	0.3	0.2	0.3	-0.1
Vacant	811	1,434	1,914	1,920	1,924	1,930	1,928
Per capita income (\$)	11,795	18,309	19,467	19,646	21,187	22,554	
Change		6,514	1,158	179	1,541	1,367	
Percent change		55.2	6.3	0.9	7.8	6.5	
Average wage per job (\$)	13,781	21,852	22,366	22,411	23,630	24,472	25,530
Change		8,071	514	45	1,219	842	1,058
Percent change		58.6	2.4	0.2	5.4	3.6	4.3
Individuals in Poverty (%)	28.9	24.9	20.4	19.7	19.5	20.8	
Educational Attainment (percent of population 25 years and over)							
High school or more	56.2	69.7					
Bachelor's or more	6.6	9.8					
Real Output (\$, Millions 1996)							
Total	114	130	136	137	139	143	146
Manufacturing	31	34	34	34	35	35	35
Mining	1	n.a.	2	2	2	2	2
Construction	5	7	6	6	7	7	7
Trade	15	16	15	15	15	15	15
Services	22	31	31	31	32	33	34
FIRE	3	6	6	6	6	6	6
TCPU	6	n.a.	6	6	6	6	7
Government	26	32	32	33	33	33	33
AFFF	3	4	4	4	5	6	6
Wage & salary employment (jobs)							
Total	5,858	5,763	5,855	5,897	5,923	5,996	6,064
Manufacturing	1,481	1,127	1,100	1,104	1,107	1,114	1,125
Mining	29	n.a.	40	41	42	42	43
Construction	251	340	271	278	287	293	301
Trade	1,015	993	995	992	989	993	1,003
Services	1,311	1,654	1,621	1,641	1,661	1,698	1,726
FIRE	225	331	318	323	319	332	337
TCPU	218	n.a.	198	200	202	204	206
Government	1,147	1,147	1,153	1,165	1,165	1,167	1,169
AFFF	181	171	158	156	155	156	159
Total Business Sales (\$ Millions)							381

Note: Acronyms are for Finance, Insurance, and Real Estate (FIRE); Transportation, Communications, and Public Utilities (TCPU); and Agricultural, Forestry, Fisheries, and Farming Services (AFFF). Data not available due to suppression are indicated by n.a.
Source: Alabama Department of Industrial Relations; Global Insight; Dun & Bradstreet; U.S. Bureau of Economic Analysis; U.S. Bureau of Labor Statistics; U.S. Census Bureau; and Center for Business and Economic Research, The University of Alabama.

Pickens County had a 2005 population of 20,178 living in 7,808 households. The number of occupied housing units rose by 278 between 2000 and 2005, an increase of 3.4 percent. There were an estimated 1,928 vacant units in 2005, amounting to 19.8 percent of the county's total housing stock. A special Katrina tabulation by the Census Bureau has the household population of Pickens County flat between July 1, 2005 and January 1, 2006. Per capita income of \$22,554 in 2004 was 81 percent of the Alabama average and ranked 40th among the state's 67 counties. Per capita income grew much more rapidly in the county than in the state between 2000 and 2004, with the county's 23.2 percent increase comparing to the state's 16.5 percent gain. Average wages rose more slowly in the county from 2000 to 2005, however. The 2000 Census found 24.9 percent of the county's population living in poverty, well above Alabama's rate of 16.1 percent. The county's poverty rate improved to an estimated 20.8 percent in 2004. Educational attainment increased in Pickens County between 1990 and 2000. However, the 69.7 percent share of residents 25 and older with at least a high school education in 2000 is below the statewide average of 75.3 percent and the 9.8 percent of residents with a bachelor's degree or higher is far below the 19.0 percent statewide.

Pickens County's economy experienced modest growth between 1990 and 2000, with real output measured in 1996 dollars increasing almost 14 percent. At the same time though, employment declined slightly as both manufacturing and trade increased output but shed jobs. Construction and services were the largest contributors to job growth during the 1990s and services moved up to claim the largest share of the county's employment in 2000. Services saw the strongest output and employment gains between 2000 and 2005, as the economy expanded moderately. Output rose 12.3 percent and jobs increased by 5.2 percent (300 jobs). Business sales in Pickens County totaled \$381 million in 2005.

Sumter County

Table 1-20 presents selected economic and demographic variables for Sumter County. The county's population has been declining since 1990, with the loss 8.5 percent of its residents between 1990 and 2000 and a relatively higher decline of 6.6 percent during the five years from 2000 to 2005. The decline in the labor force was a steeper 9.0 percent in the period from 1990 to 2000 and 9.5 percent between 2000 and 2005. Employment of Sumter County residents decreased by about 400 during the five years. Unemployment in the county has historically been quite high; the rate rose to 9.4 percent in 2003, but came down to 6.7 in 2005 as the labor force continued to shrink and employment picked up slightly. The 2005 rate remains well above the Alabama unemployment rate of 4.0 percent. About 325 unemployed residents and 940 underemployed workers who would consider a better job comprise an available labor pool of around 1,265 to fill job openings and supply new and expanding businesses in Sumter County.

Sumter County had a 2005 population of 13,819 living in 5,836 households. The number of occupied housing units rose by 128 between 2000 and 2005, an increase of 2.2 percent. There were an estimated 1,273 vacant units in 2005, amounting to 17.9 percent of the county's total housing stock. A special Katrina tabulation by the Census Bureau has the household population of Sumter County decreasing by 24 between July 1, 2005 and January 1, 2006. Per capita income of \$19,093 in 2004 was just 69 percent of the Alabama average and ranked 64th among the state's 67 counties. Per capita income growth was slightly slower in the county than in the state between 2000 and 2004. Average wages rose more rapidly from 2000 to 2005, however, with the county's increase of 21.1 percent comparing to 19.4 percent for the state. The 2000 Census found 38.7 percent of Sumter

Table 1-20. Sumter County existing conditions review

	<u>1990</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>
Civilian labor force	5,940	5,406	5,153	5,122	5,127	4,985	4,890
Change		-534	-253	-31	5	-142	-95
Percent change		-9.0	-4.7	-0.6	0.1	-2.8	-1.9
Employment	5,360	4,969	4,756	4,696	4,646	4,539	4,564
Change		-391	-213	-60	-50	-107	25
Percent change		-7.3	-4.3	-1.3	-1.1	-2.3	0.6
Unemployment	580	437	397	426	481	446	326
Unemployment rate (%)	9.8	8.1	7.7	8.3	9.4	8.9	6.7
Underemployment						1,366	943
Underemployment Rate (%)						30.9	20.4
Population	16,174	14,798	14,592	14,260	14,196	14,078	13,819
Change		-1,376	-206	-332	-64	-118	-259
Percent change		-8.5	-1.4	-2.3	-0.4	-0.8	-1.8
White		3,867	3,759	3,624	3,577	3,521	3,440
Black		10,834	10,777	10,575	10,557	10,492	10,319
Total Housing Units	6,545	6,953	7,065	7,089	7,098	7,121	7,109
Occupied	5,545	5,708	5,800	5,820	5,827	5,846	5,836
Change		163	92	20	7	19	-10
Percent change		2.9	1.6	0.3	0.1	0.3	-0.2
Vacant	1,000	1,245	1,265	1,269	1,271	1,275	1,273
Per capita income (\$)	10,732	16,508	16,682	17,670	18,257	19,093	
Change		5,776	174	988	587	836	
Percent change		53.8	1.1	5.9	3.3	4.6	
Average wage per job (\$)	15,430	21,710	22,430	23,183	24,412	25,548	26,291
Change		6,280	720	753	1,229	1,136	743
Percent change		40.7	3.3	3.4	5.3	4.7	2.9
Individuals in Poverty (%)	39.7	38.7	29.8	27.9	26.6	28.3	
Educational Attainment (percent of population 25 years and over)							
High school or more	52.4	64.8					
Bachelor's or more	11.1	12.4					
Real Output (\$, Millions 1996)							
Total	131	123	127	123	120	121	123
Manufacturing	33	26	27	23	20	19	19
Mining	0	0	0	0	0	0	0
Construction	3	3	3	3	3	3	3
Trade	13	15	15	15	15	15	15
Services	13	24	23	23	24	25	26
FIRE	2	n.a.	1	1	1	1	1
TCPU	30	15	14	13	13	13	13
Government	35	41	43	44	45	45	45
AFFF	1	n.a.	1	1	1	1	1
Wage & salary employment (jobs)							
Total	6,089	5,330	5,429	5,351	5,339	5,412	5,504
Manufacturing	1,520	953	943	818	753	728	723
Mining	0	n.a.	1	1	1	1	1
Construction	138	137	134	135	136	137	138
Trade	880	1,055	1,026	1,031	1,036	1,043	1,050
Services	999	1,249	1,266	1,312	1,363	1,439	1,514
FIRE	165	n.a.	75	78	79	79	78
TCPU	828	400	393	366	351	356	362
Government	1,480	1,536	1,545	1,567	1,574	1,579	1,591
AFFF	79	n.a.	46	45	47	49	48
Total Business Sales (\$ Millions)							334

Note: Acronyms are for Finance, Insurance, and Real Estate (FIRE); Transportation, Communications, and Public Utilities (TCPU); and Agricultural, Forestry, Fisheries, and Farming Services (AFFF). Data not available due to suppression are indicated by n.a.

Source: Alabama Department of Industrial Relations; Global Insight; Dun & Bradstreet; U.S. Bureau of Economic Analysis; U.S. Bureau of Labor Statistics; U.S. Census Bureau; and Center for Business and Economic Research, The University of Alabama.

County's population living in poverty, almost 23 percentage points higher than the state's 16.1 percent share. This share dropped to an estimated 28.3 percent in 2004. Educational attainment improved between 1990 and 2000. However, the 64.8 percent share of residents 25 and over with at least a high school education in 2000 and the 12.4 percent of residents with a bachelor's degree or higher are well below the statewide averages of 75.3 percent and 19.0 percent, respectively.

The economy of Sumter County contracted between 1990 and 2000, with output declining by 6.1 percent and total wage and salary employment falling by 12.5 percent (759 jobs). Losses in manufacturing and TCPU during this period were only partially offset by gains in services and government. Economic growth resumed from 2000 to 2001 only to be hit by the recession; employment and output growth, although weak, picked back up in 2004. Between 2000 and 2005, however, real output in Sumter County was flat. A net gain of 174 jobs amounted to a 3.3 percent increase, with most new jobs in services and a few in government. The government sector accounted for a large 36.9 percent of the county's output in 2005 and for 28.9 percent of employment; the University of West Alabama, a major economic force in the county, falls into the government category. Business sales in Sumter County totaled \$334 million in 2005.

Tuscaloosa County

Selected economic and demographic variables for Tuscaloosa County are presented in Table 1-21. The county's population has grown steadily since 1990 with growth rates of 9.5 percent between 1990 and 2000 and 2.4 percent from 2000 to 2005 just below the statewide averages. The county's labor force growth has been stronger than gains statewide, registering 19.0 percent (13,206 potential workers) during the 1990s and 2.8 percent (about 2,300) between 2000 and 2005. The number of employed residents has grown slightly faster than the labor force during both time periods. The economic downturn of 2001 caused both labor force and employment to contract somewhat during 2001 and 2002. Unemployment in Tuscaloosa County remained below the statewide average across the study period, with the 3.3 percent unemployment rate in 2005 significantly lower than Alabama's 4.0 percent rate. About 2,790 residents who were unemployed in 2005 and 23,330 underemployed workers who would consider moving to a better job if one became available constitute a labor pool of 26,120 to fill job openings and to supply new and expanding businesses in Tuscaloosa County.

Tuscaloosa County had a 2005 population of 168,908 living in 70,057 households. The number of occupied housing units rose by 5,540 (8.6 percent) between 2000 and 2005. An estimated 7,526 vacant units in 2005 amounted to 10.7 percent of the total housing stock and could be partly due to the large number of rental units available to students at The University of Alabama in Tuscaloosa. A special Katrina tabulation by the Census Bureau has the county household population rising by about 1,900 between July 1, 2005 and January 1, 2006. Tuscaloosa County was a temporary destination for people displaced from other states by Hurricane Katrina. Per capita income of \$28,833 in 2004 was 104 percent of the Alabama average and ranked the county sixth among the state's 67 counties. Per capita income grew slightly faster in the county than in the state between 2000 and 2004. Average wages have also risen slightly faster since 2000, approaching the statewide average in 2005. Wages increased 6.2 percent in 2005, boosted by pay in the county's automotive manufacturing industry. The county's 17.0 percent poverty rate in 2000 was just above the 16.1 percent for Alabama and inched up to 17.2 percent in 2004. Educational attainment improved in Tuscaloosa County between 1990 and 2000. The 78.8 percent of residents 25 and older with at least a high school education is higher than the statewide average of 75.3 percent and the 24.0 percent of residents with a bachelor's degree or higher is well above the state's 19.0 percent.

Table 1-21. Tuscaloosa County existing conditions review

	1990	2000	2001	2002	2003	2004	2005
Civilian labor force	69,330	82,536	82,178	82,127	82,594	83,594	84,847
Change		13,206	-358	-51	467	1,000	1,253
Percent change		19.0	-0.4	-0.1	0.6	1.2	1.5
Employment	66,110	79,667	79,043	78,672	78,925	79,999	82,061
Change		13,557	-624	-371	253	1,074	2,062
Percent change		20.5	-0.8	-0.5	0.3	1.4	2.6
Unemployment	3,220	2,869	3,135	3,455	3,669	3,595	2,786
Unemployment rate (%)	4.6	3.5	3.8	4.2	4.4	4.3	3.3
Underemployment						23,894	23,334
Underemployment Rate (%)						28.2	28.2
Population	150,522	164,875	165,376	165,479	166,076	167,178	168,908
Change		14,353	501	103	597	1,102	1,730
Percent change		9.5	0.3	0.1	0.4	0.7	1.0
White		113,394	113,238	112,948	113,183	113,504	114,360
Black		48,413	48,739	49,137	49,409	50,024	50,832
Total Housing Units	58,740	71,429	72,769	73,952	75,306	76,505	77,583
Occupied	55,354	64,517	65,710	66,779	68,001	69,084	70,057
Change		9,163	1,193	1,069	1,222	1,083	973
Percent change		16.6	1.8	1.6	1.8	1.6	1.4
Vacant	3,386	6,912	7,059	7,173	7,305	7,421	7,526
Per capita income (\$)	15,759	24,496	25,475	26,620	27,732	28,833	
Change		8,737	979	1,145	1,112	1,101	
Percent change		55.4	4.0	4.5	4.2	4.0	
Average wage per job (\$)	20,448	28,209	29,008	29,829	30,764	31,827	33,797
Change		7,761	799	821	935	1,063	1,970
Percent change		38.0	2.8	2.8	3.1	3.5	6.2
Individuals in Poverty (%)	20.1	17.0	16.1	16.1	16.5	17.2	
Educational Attainment (percent of population 25 years and over)							
High school or more	69.6	78.8					
Bachelor's or more	20.0	24.0					
Real Output (\$, Millions 1996)							
Total	2,108	2,901	2,864	2,895	2,938	3,036	3,114
Manufacturing	420	662	618	619	622	650	674
Mining	189	154	146	136	136	135	130
Construction	139	220	208	192	193	203	214
Trade	266	374	377	388	398	414	428
Services	334	539	555	569	583	610	630
FIRE	66	100	104	106	108	112	115
TCPU	89	111	107	109	109	112	116
Government	597	727	734	762	774	783	789
AFFF	9	15	15	15	16	17	17
Wage & salary employment (jobs)							
Total	76,181	94,809	92,704	91,446	91,846	94,126	96,110
Manufacturing	10,618	13,734	12,686	11,873	11,715	11,996	12,215
Mining	3,741	2,489	2,364	2,246	2,240	2,234	2,179
Construction	5,225	7,174	6,812	6,414	6,452	6,685	6,970
Trade	15,658	21,083	20,381	19,725	19,841	20,726	21,556
Services	15,190	20,709	20,990	21,157	21,333	21,912	22,395
FIRE	3,164	4,533	4,545	4,556	4,568	4,589	4,605
TCPU	2,487	3,131	2,966	3,015	3,018	3,105	3,198
Government	19,526	21,115	21,170	21,669	21,870	22,047	22,150
AFFF	572	841	791	792	810	833	842
Total Business Sales (\$ Millions)							9,303

Note: Acronyms are for Finance, Insurance, and Real Estate (FIRE); Transportation, Communications, and Public Utilities (TCPU); and Agricultural, Forestry, Fisheries, and Farming Services (AFFF). Data not available due to suppression are indicated by n.a.

Source: Alabama Department of Industrial Relations; Global Insight; Dun & Bradstreet; U.S. Bureau of Economic Analysis; U.S. Bureau of Labor Statistics; U.S. Census Bureau; and Center for Business and Economic Research, The University of Alabama.

The Tuscaloosa County economy grew strongly between 1990 and 2000; real output, measured in 1996 dollars, rose 37.6 percent and the number of jobs increased by 24.4 percent (18,628 jobs). Gains were broad-based, with every industry sector except mining posting sizeable increases in both output and employment—manufacturing and services grew in importance. The county's economy continued to grow from 2000 to 2005, although at a slower rate; real output increased by 7.3 percent largely due to gains in trade, services and government. Job growth was a weak 1.4 percent, with just 1,300 net new jobs created from 2000 to 2005. Government holds the largest share of output and ranks second in employment, with The University of Alabama falling into this category. Manufacturing's share of output is well above its employment share, as automotive manufacturing is a high value-added industry. Business sales in Tuscaloosa County totaled \$9.3 billion in 2005.

Washington County

Table 1-22 presents selected economic and demographic variables for Washington County. The county's population experienced a fairly strong 8.4 percent (1,400 residents) population increase between 1990 and 2000, but fell by an estimated 1.8 percent (325 residents) from 2000 to 2005. During the 1990s employment of Washington County residents increased by about 1,500, for a jump of 25.4 percent that was larger than the labor force's 19.0 percent gain. This lowered unemployment from 10.8 percent in 1990 to 6.1 percent in 2000. The recession of 2001 negatively impacted the county's manufacturing-heavy economy, and employment fell off more sharply than the attrition in the labor force, pushing unemployment up to 9.7 percent in 2003. Employment of Washington County residents declined by almost 1,000 from 2000 to 2004, and then increased by about 180 in 2005. Still, the county's 2005 unemployment rate of 5.7 percent was well above the state's 4.0 percent rate. About 390 unemployed residents and 1,790 underemployed workers who would consider moving to a better job if one became available constitute a labor pool of almost 2,200 to supply new and expanding businesses in Washington County.

Washington County had a 2005 population of 17,773 living in 6,891 households. The number of occupied housing units rose by 186 (2.8 percent) between 2000 and 2005. The estimated 1,462 vacant units in 2005 amounted to 17.5 percent of the county's total housing stock. A special Katrina tabulation by the Census Bureau had the household population of Washington County decreasing by about 60 between July 1, 2005 and January 1, 2006. Per capita income of \$19,789 in 2004 was 71 percent of the Alabama average and ranked 61st among the state's 67 counties. Per capita income grew just 8.8 percent between 2000 and 2004 compared to the state's 16.5 percent gain. Average wages also increased much more slowly during the 2000 to 2005 period. Still, Washington County's 2005 average wage per job of \$41,563 was 122 percent of the average wage statewide. The 2000 Census found 18.5 percent of the county's population living in poverty, above Alabama's rate of 16.1 percent. Educational attainment improved in Washington County between 1990 and 2000. However, the 72.3 percent share of residents 25 and older with at least a high school education in 2000 is below the statewide average of 75.3 percent and the 8.6 percent of residents with a bachelor's or higher degree is less than half the state's 19.0 percent share.

Washington County's economic output grew a modest 4.5 percent between 1990 and 2000, largely due to expansion in services, TCPU, and government. Output of the construction sector fell off sharply and manufacturing was almost flat. Jobs declined during the 1990s, however, as losses totaling 864 in manufacturing and construction were only partially offset by gains in other sectors. Manufacturing output and employment dropped slightly in 2001, but picked back up by 2005, so

Table 1-22. Washington County existing conditions review

	<u>1990</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>
Civilian labor force	6,540	7,784	7,482	7,190	7,125	6,949	6,903
Change		1,244	-302	-292	-65	-176	-46
Percent change		19.0	-3.9	-3.9	-0.9	-2.5	-0.7
Employment	5,830	7,312	6,871	6,499	6,434	6,330	6,511
Change		1,482	-441	-372	-65	-104	181
Percent change		25.4	-6.0	-5.4	-1.0	-1.6	2.9
Unemployment	710	472	611	691	691	619	392
Unemployment rate (%)	10.8	6.1	8.2	9.6	9.7	8.9	5.7
Underemployment						1,318	1,788
Underemployment Rate (%)						30.5	27.3
Population	16,694	18,097	17,941	17,919	17,910	17,820	17,773
Change		1,403	-156	-22	-9	-90	-47
Percent change		8.4	-0.9	-0.1	-0.1	-0.5	-0.3
White		11,769	11,706	11,694	11,693	11,734	11,738
Black		4,867	4,838	4,832	4,822	4,738	4,691
Total Housing Units	6,625	8,123	8,265	8,306	8,333	8,366	8,353
Occupied	5,709	6,705	6,819	6,852	6,875	6,902	6,891
Change		996	114	33	23	27	-11
Percent change		17.4	1.7	0.5	0.3	0.4	-0.2
Vacant	916	1,418	1,446	1,454	1,458	1,464	1,462
Per capita income (\$)	13,029	18,196	18,451	18,474	18,790	19,789	
Change		5,167	255	23	316	999	
Percent change		39.7	1.4	0.1	1.7	5.3	
Average wage per job (\$)	25,582	37,357	37,788	37,351	40,026	41,535	41,563
Change		11,775	431	-437	2,675	1,509	28
Percent change		46.0	1.2	-1.2	7.2	3.8	0.1
Individuals in Poverty (%)	24.8	18.5	17.9	17.3	16.9	18.1	
Educational Attainment (percent of population 25 years and over)							
High school or more	58.2	72.3					
Bachelor's or more	6.7	8.6					
Real Output (\$, Millions 1996)							
Total	223	233	229	231	233	237	241
Manufacturing	127	128	126	126	126	128	130
Mining	0	0	0	0	0	0	0
Construction	38	27	24	25	26	27	28
Trade	8	8	8	8	9	9	9
Services	10	16	17	17	17	18	18
FIRE	3	4	4	4	4	5	5
TCPU	14	20	19	20	20	20	20
Government	24	29	29	30	30	30	30
AFFF	n.a.	n.a.	1	1	1	1	1
Wage & salary employment (jobs)							
Total	6,534	6,137	6,026	6,074	6,114	6,187	6,259
Manufacturing	2,609	2,081	1,977	1,978	1,980	2,005	2,026
Mining	n.a.	n.a.	10	8	7	7	6
Construction	1,094	758	687	698	720	748	774
Trade	526	552	527	528	529	530	531
Services	699	907	910	918	925	940	951
FIRE	127	218	204	207	204	212	215
TCPU	337	487	475	484	494	487	490
Government	1,142	1,134	1,141	1,158	1,159	1,161	1,164
AFFF	n.a.	n.a.	96	97	95	96	101
Total Business Sales (\$ Millions)							459

Note: Acronyms are for Finance, Insurance, and Real Estate (FIRE); Transportation, Communications, and Public Utilities (TCPU); and Agricultural, Forestry, Fisheries, and Farming Services (AFFF). Data not available due to suppression are indicated by n.a.

Source: Alabama Department of Industrial Relations; Global Insight; Dun & Bradstreet; U.S. Bureau of Economic Analysis; U.S.

Bureau of Labor Statistics; U.S. Census Bureau; and Center for Business and Economic Research, The University of Alabama.

that employment was about flat for the 2000 to 2005 period and real output measured in 1996 dollars was up 1.6 percent. In 2005 manufacturing still accounted for 53.9 percent of Washington County's total output of goods and services and for 32.4 percent of employment, leaving the economy much more vulnerable to economic downturns than a more diversified county economy. Business sales in Washington County totaled \$459 million in 2005.

Wilcox County

Table 1-23 presents selected economic and demographic variables for Wilcox County. The county's population declined across the study period, falling 2.8 percent between 1990 and 2000 and 1.9 percent from 2000 to 2005. The labor force declined a steep 6.0 percent from 1990 to 2000 and an even steeper 8.8 percent between 2000 and 2005. Employment of Wilcox County residents fell by about 350 over the latter period. The county's unemployment rate, which has historically been close to double the state rate, fell from 12.5 percent in 1990 to 7.8 percent in 2000 as the labor force contracted more than employment. But the 2001 recession hurt Wilcox County's manufacturing-heavy economy and raised unemployment to 11.6 percent in 2003. Employment losses leveled off in 2005 and with continued shrinking of the labor force lowered unemployment to 8.5 percent—more than twice the 4.0 percent state rate. About 770 underemployed workers who would consider moving to a better job if one became available and 310 unemployed residents constitute a labor pool of almost 1,100 for new and expanding businesses in Wilcox County.

Wilcox County had a 2005 population of 12,937 living in 4,776 households. The number of occupied housing units rose by 135 (2.8 percent) between 2000 and 2005. An estimated 1,451 vacant units in 2005 was 22.8 percent of the county's total housing stock. Per capita income of \$17,995 in 2004 amounted to 65 percent of the Alabama average and ranked 66th among the state's 67 counties. Per capita income grew more slowly in the county than for the state between 2000 and 2004. Average wages in Wilcox County increased just 6.1 percent from 2000 to 2005 compared to a 19.4 percent increase statewide. Still, average wages were 94 percent of the statewide average in 2005, a result of the county's manufacturing emphasis. The 2000 Census found 39.9 percent of the county's population living in poverty—2.5 times the Alabama rate of 16.1 percent. The poverty rate fell to 30.4 percent in 2004, according to estimates. Educational attainment improved in Wilcox County between 1990 and 2000. However, the 59.5 percent of residents 25 and older with at least a high school education in 2000 is well below Alabama's 75.3 percent and the 10.1 percent of with a bachelor's degree or higher was lower than the 19.0 percent statewide and 10.3 percent in 1990.

Wilcox County's economy experienced slight growth between 1990 and 2000, with real output measured in 1996 dollars increasing 5.9 percent, but the number of jobs located in the county decreasing by more than 480 (9.8 percent). Productivity improvements helped manufacturing output edge up modestly during the 1990s at the same time that the sector shed almost a third of its jobs. Both construction output and wage and salary employment also fell off sharply; gains in other sectors were not enough to offset these losses. The county's economy has performed relatively poorly since 2000, with output down 4.9 percent between 2000 and 2005 as a result of declines in the manufacturing sector. Employment wound up flat for 2005 compared to 2000, with construction, government, and services the largest contributors to job growth. In 2005 manufacturing accounted for an above-average 44.1 percent of total output in Wilcox County and for 26.6 percent of employment. Output and employment in the government sector were also well above statewide averages. Business sales in the county totaled \$374 million in 2005.

Table 1-23. Wilcox County existing conditions review

	<u>1990</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>
Civilian labor force	4,210	3,959	3,852	3,826	3,827	3,726	3,610
Change		-251	-107	-26	1	-101	-116
Percent change		-6.0	-2.7	-0.7	0.0	-2.6	-3.1
Employment	3,680	3,651	3,496	3,420	3,383	3,305	3,303
Change		-29	-155	-76	-37	-78	-2
Percent change		-0.8	-4.2	-2.2	-1.1	-2.3	-0.1
Unemployment	530	308	356	406	444	421	307
Unemployment rate (%)	12.5	7.8	9.2	10.6	11.6	11.3	8.5
Underemployment						1,042	770
Underemployment Rate (%)						34.5	23.2
Population	13,568	13,183	12,979	13,055	13,015	12,927	12,937
Change		-385	-204	76	-40	-88	10
Percent change		-2.8	-1.5	0.6	-0.3	-0.7	0.1
White		3,640	3,635	3,625	3,603	3,558	3,502
Black		9,481	9,304	9,386	9,374	9,329	9,394
Total Housing Units	5,119	6,183	6,307	6,337	6,352	6,372	6,362
Occupied	4,415	4,776	4,869	4,892	4,904	4,919	4,911
Change		361	93	23	12	15	-8
Percent change		8.2	1.9	0.5	0.2	0.3	-0.2
Vacant	704	1,407	1,438	1,445	1,448	1,453	1,451
Per capita income (\$)	9,977	15,835	16,413	16,570	17,218	17,995	
Change		5,858	578	157	648	777	
Percent change		58.7	3.7	1.0	3.9	4.5	
Average wage per job (\$)	19,471	30,053	29,208	29,858	31,113	31,408	31,877
Change		10,582	-845	650	1,255	295	469
Percent change		54.3	-2.8	2.2	4.2	0.9	1.5
Individuals in Poverty (%)	45.2	39.9	30.6	29.9	28.1	30.4	
Educational Attainment (percent of population 25 years and over)							
High school or more	51.1	59.5					
Bachelor's or more	10.3	10.1					
Real Output (\$, Millions 1996)							
Total	135	143	130	131	132	135	136
Manufacturing	69	70	58	58	58	59	60
Mining	0	0	0	0	0	0	0
Construction	16	6	6	6	6	6	6
Trade	10	11	11	11	11	11	11
Services	12	12	11	12	12	12	13
FIRE	2	3	3	3	3	3	3
TCPU	4	7	7	7	7	7	7
Government	21	30	30	31	31	31	31
AFFF	1	5	4	4	5	5	6
Wage & salary employment (jobs)							
Total	4,961	4,475	4,325	4,350	4,373	4,427	4,469
Manufacturing	1,847	1,244	1,159	1,159	1,161	1,175	1,187
Mining	0	0	0	0	0	0	0
Construction	456	235	223	222	222	233	243
Trade	609	680	649	655	657	659	661
Services	795	854	825	832	838	851	861
FIRE	135	147	146	146	146	147	147
TCPU	108	179	175	177	179	177	178
Government	954	1,026	1,043	1,054	1,054	1,056	1,058
AFFF	57	110	106	106	116	129	134
Total Business Sales (\$ Millions)							374

Note: Acronyms are for Finance, Insurance, and Real Estate (FIRE); Transportation, Communications, and Public Utilities (TCPU); and Agricultural, Forestry, Fisheries, and Farming Services (AFFF). Data not available due to suppression are indicated by n.a.

Source: Alabama Department of Industrial Relations; Global Insight; Dun & Bradstreet; U.S. Bureau of Economic Analysis; U.S.

Bureau of Labor Statistics; U.S. Census Bureau; and Center for Business and Economic Research, The University of Alabama.

Winston County

Table 1-24 presents selected economic and demographic variables for Winston County. The county saw strong population growth between 1990 and 2000, with an increase of 12.7 percent that beat the state's 10.1 percent gain. The trend changed in 2000, with the loss of an estimated 345 residents through 2005, for a decline of 1.4 percent. The labor force posted strong growth of 13.3 percent during the decade of the 1990s and employment of area residents rose by a larger 19.7 percent with the result that unemployment fell from 12.0 percent in 1990 to 6.9 percent in 2000. The recession of 2001 dealt Winston County's manufacturing-heavy economy a stiff blow, with employment dropping by over 1,000 during the year and the labor force contracting by almost as much. Continued declines in 2002 and 2003 pushed unemployment up to 8.8 percent in 2003. Employment growth resumed in 2004, but by 2005 employment of Winston County residents was still almost 1,000 below its 2000 level. A slower recovery in labor force growth brought unemployment down to 4.6 percent in 2005, still above the Alabama rate of 4.0 percent. About 475 unemployed residents and 2,720 underemployed workers who would consider moving to a better job if one became available constitute a labor pool of almost 3,200 to supply new and expanding businesses in Winston County.

Winston County had a 2005 population of 24,498 living in 10,348 households. The number of occupied housing units rose by 241 between 2000 and 2005, an increase of 2.4 percent. There were an estimated 2,459 vacant units in 2000, amounting to 19.2 percent of the county's total housing stock. Per capita income of \$21,957 in 2004 was 79 percent of the Alabama average and ranked 52nd among the state's 67 counties. Per capita income grew a little slower in the county than in the state between 2000 and 2004. Winston County's increase in average wages between 2000 and 2005 was also slightly below the statewide gain. The 2000 Census found 17.1 percent of the county's population living in poverty, above Alabama's rate of 16.1 percent. Educational attainment improved in Winston County between 1990 and 2000. However, the 62.6 percent share of residents 25 and older with at least a high school education in 2000 is well below the statewide average of 75.3 percent and the 8.3 of residents with a bachelor's or higher degree is less than half the 19.0 percent statewide.

Winston County's economy experienced strong growth between 1990 and 2000, with real output measured in 1996 dollars increasing by 29.2 percent and the number of jobs located in the county rising by 1,568 (14.1 percent). Manufacturing, trade, services, and TCPU all contributed substantially to both output and employment growth during the 1990s. Winston County's economy turned down in 2001, however, with manufacturing output dropping 13.8 percent and jobs falling by about 300 during the year. Services was the primary growth sector between 2000 and 2005. Still, in 2005 the county was dependent on manufacturing for 41.1 percent of total output and 39.3 percent of jobs. Business sales in Winston County totaled \$1.6 billion in 2005.

Table 1-24. Winston County existing conditions review

	1990	2000	2001	2002	2003	2004	2005
Civilian labor force	10,380	11,758	10,792	10,522	10,441	10,370	10,435
Change		1,378	-966	-270	-81	-71	65
Percent change		13.3	-8.2	-2.5	-0.8	-0.7	0.6
Employment	9,140	10,942	9,868	9,673	9,524	9,667	9,960
Change		1,802	-1,074	-195	-149	143	293
Percent change		19.7	-9.8	-2.0	-1.5	1.5	3.0
Unemployment	1,240	816	924	849	917	703	475
Unemployment rate (%)	12.0	6.9	8.6	8.1	8.8	6.8	4.6
Underemployment						919	2,716
Underemployment Rate (%)						18.5	26.9
Population	22,053	24,843	24,721	24,655	24,588	24,487	24,498
Change		2,790	-122	-66	-67	-101	11
Percent change		12.7	-0.5	-0.3	-0.3	-0.4	0.0
White		24,423	24,293	24,212	24,123	24,046	24,085
Black		97	133	149	161	165	156
Total Housing Units	10,254	12,502	12,712	12,762	12,787	12,822	12,807
Occupied	8,544	10,107	10,271	10,312	10,332	10,360	10,348
Change		1,563	164	41	20	28	-12
Percent change		18.3	1.6	0.4	0.2	0.3	-0.1
Vacant	1,710	2,395	2,441	2,450	2,455	2,462	2,459
Per capita income (\$)	12,666	19,058	19,661	19,606	20,206	21,957	
Change		6,392	603	-55	600	1,751	
Percent change		50.5	3.2	-0.3	3.1	8.7	
Average wage per job (\$)	14,995	21,799	22,404	22,845	23,405	24,689	25,888
Change		6,804	605	441	560	1,284	1,199
Percent change		45.4	2.8	2.0	2.5	5.5	4.9
Individuals in Poverty (%)	19.8	17.1	19.8	18.3	16.9	17.2	
Educational Attainment (percent of population 25 years and over)							
High school or more	48.4	62.6					
Bachelor's or more	5.4	8.3					
Real Output (\$, Millions 1996)							
Total	219	283	266	264	262	268	273
Manufacturing	107	138	119	114	110	111	112
Mining	1	n.a.	5	5	5	5	5
Construction	10	9	10	10	10	11	11
Trade	28	37	34	35	36	38	39
Services	19	34	34	35	36	37	38
FIRE	5	8	7	8	8	8	8
TCPU	14	21	20	20	21	21	22
Government	33	36	37	37	37	38	38
AFFF	1	0	0	0	0	0	0
Wage & salary employment (jobs)							
Total	11,145	12,713	12,371	12,296	12,222	12,375	12,487
Manufacturing	4,951	5,432	5,129	4,975	4,839	4,890	4,908
Mining	30	n.a.	103	103	102	102	102
Construction	595	516	496	502	513	528	541
Trade	1,652	2,273	2,167	2,186	2,205	2,234	2,261
Services	1,502	2,144	2,119	2,138	2,157	2,192	2,219
FIRE	362	369	356	360	364	371	377
TCPU	579	675	642	659	662	673	690
Government	1,406	1,304	1,320	1,336	1,337	1,339	1,342
AFFF	68	n.a.	39	39	42	46	47
Total Business Sales (\$ Millions)							1,560

Note: Acronyms are for Finance, Insurance, and Real Estate (FIRE); Transportation, Communications, and Public Utilities (TCPU); and Agricultural, Forestry, Fisheries, and Farming Services (AFFF). Data not available due to suppression are indicated by n.a.

Source: Alabama Department of Industrial Relations; Global Insight; Dun & Bradstreet; U.S. Bureau of Economic Analysis; U.S.

Bureau of Labor Statistics; U.S. Census Bureau; and Center for Business and Economic Research, The University of Alabama.

Chapter 2. Population Projections and Economic Forecasts

This section presents population and economic forecasts for the 24 counties in the study in five-year intervals through 2030. Projections of total population are provided for each county. Real output and employment are forecasted for industry sectors using one-digit SIC (Standard Industrial Classifications) codes. Real output (or real economic output) is defined as the total value of goods and services produced in a region and is similar to the concept of gross domestic product (GDP) for the nation. Output is presented in 1996 dollars in order to adjust for inflation or any price changes that can vary across geographical areas. Wage and salary employment (also called payroll employment) is by place of work and represents jobs located in each county. Wage and salary employment is different from labor force employment in Chapter 1. Labor force employment represents actual persons employed and is by place of residence. It is important to note this difference because some workers are multiple jobholders and others commute to jobs outside of their county of residence. Thus the two employment concepts will not give the same number. The projections and forecast methodologies are detailed in the Appendix.

Baldwin County

Baldwin County is one of the fastest growing areas in the state, both in terms of population and its economy. The county was removed from the Mobile metropolitan area after the 2000 Census and now stands alone as the Daphne-Fairhope micropolitan area. Baldwin County is expected to continue to see strong population growth. While recent hurricane damage has dramatically raised insurance rates and created a buyers market in coastal communities including Gulf Shores and Orange Beach, a growing retiree population and the attractiveness of inland areas near the coast will keep population gains fairly steady. As shown in Table 2-1, Baldwin County should add another 22,000 residents between 2005 and 2010. While the rate of growth will slow in each five-year interval through 2030, the number of new residents added is expected to decrease only slightly. For the 25 years from 2005 through 2030, the county is expected to gain more about 105,760 residents, an increase of 65.0 percent.

Total real output for Baldwin County is estimated to more than double from \$1.9 billion in 2005 to \$4.2 billion in 2030, rising 122 percent. Overall payroll employment will climb from its 2005 level of 80,500 to 158,000 by 2030, an increase of 96.2 percent. Most of these jobs will be in the trade (both wholesale and retail), services, construction, and government sectors. Employment in services is forecasted to increase from 21,997 in 2005 to slightly over 38,000 by 2030, an increase of 73.1 percent. An over 93 percent jump in trade sector jobs is expected, from 22,000 in 2005 to 42,500 in 2030; the sector's real output will rise from \$401 million in 2005 to \$901 million in 2030. Services sector output is forecasted to reach \$906 million by 2030 from \$478 million in 2005. Although manufacturing only accounts for about 8.0 percent of Baldwin County's total employment, the sector is expected to add almost 7,000 jobs over the 2005 to 2030 period, with employment rising 117 percent, from 6,399 to 13,354. Manufacturing sector output will increase by a higher 144 percent, from \$204 million in 2005 to almost \$500 million in 2030, due to rapidly developing technology and improved labor productivity. Construction sector output is estimated to rise from \$200 million in 2005 to \$537 million in 2030, while payrolls jump from 6,978 to 16,582.

Table 2-1. Baldwin County population and economic projections

	2000	2005	2010	2015	2020	2025	2030
Population	140,415	162,586	184,667	206,573	228,078	248,818	268,345
Change		22,171	22,081	21,906	21,505	20,740	19,527
Percent change		15.8	13.6	11.9	10.4	9.1	7.8
Real Output (\$, Millions 1996)							
Total	1,574	1,897	2,290	2,678	3,128	3,637	4,220
Manufacturing	191	204	237	277	332	405	498
Mining	9	7	10	9	9	9	9
Construction	163	200	245	287	345	427	537
Trade	326	401	485	571	670	780	901
Services	393	478	559	641	727	816	906
FIRE	128	153	195	236	284	334	387
TCPU	72	81	89	100	114	130	148
Government	271	343	437	517	599	681	772
AFFF	21	30	33	39	46	54	62
Wage & salary employment (jobs)							
Total	69,042	80,570	93,586	106,753	121,857	138,844	158,074
Manufacturing	6,158	6,399	7,175	8,131	9,435	11,156	13,354
Mining	197	189	254	238	234	237	237
Construction	5,983	6,978	8,258	9,453	11,122	13,442	16,582
Trade	18,430	22,004	25,465	28,982	33,050	37,563	42,536
Services	18,705	21,997	25,051	28,111	31,365	34,691	38,074
FIRE	6,774	8,505	10,529	12,821	15,350	18,110	21,050
TCPU	2,450	2,649	2,897	3,243	3,666	4,154	4,694
Government	9,025	10,504	12,607	14,405	16,247	18,083	20,115
AFFF	1,320	1,343	1,351	1,369	1,387	1,408	1,430

Note: Acronyms are for Finance, Insurance, and Real Estate (FIRE); Transportation, Communications, and Public Utilities (TCPU); and Agricultural, Forestry, Fisheries, and Farming Services (AFFF).

Source: Global Insight and Center for Business and Economic Research, The University of Alabama.

Bibb County

As shown in Table 2-2, population growth in Bibb County is expected to pick up considerably from the 3.3 percent rate of increase seen between 2000 and 2005 as local job gains accelerate and the county's role of housing workers who commute to Jefferson or Tuscaloosa counties grows. Almost 1,900 new residents forecast between 2005 and 2010 will amount to a population increase of 8.8 percent. From 2005 to 2030 the county is expected to gain more than 8,560 new residents, for an increase of 39.8 percent.

In 2005 Bibb County had a total real output of \$139 million, with government (including federal, state and local government entities) being the largest economic sector with output of \$40 million. Government was also the largest employer with almost 1,400 workers on its payrolls in 2005, accounting for about 22 percent of total wage and salary employment in the county. A large state prison which opened in the county in 1997 is included in the government sector. Total economic output of the county is forecasted to climb from \$139 million in 2005 to \$190 million in 2030, an increase of about 37 percent, with a corresponding 29.5 percent rise in payrolls from 6,180 to about 8,000. Employment in the government sector will increase from 1,385 in 2005 to 1,854 by 2030, a roughly 34 percent gain, with the sector's real output growing from \$40 million to \$61 million during the same period. Services sector will increase its jobs from a 2005 level of 1,231 to 1,575 by 2030,

and its output from \$19 million to \$25 million. Payroll employment associated with both retail and wholesale firms is forecasted to increase from 993 in 2005 to 1,694 in 2030, a gain of almost 71 percent, with the sector's output rising from \$17 million to \$31 million. In keeping with the nationwide trend of generally declining manufacturing activity, total real output produced by manufacturing firms in the county will only increase from \$24 million in 2005 to \$31 million in 2030, while payrolls will rise slightly. However, the forecasts are based on current conditions in the county's manufacturing sector and this trend could change if Bibb County lands a major or a mid-size new manufacturing plant.

Table 2-2. Bibb County population and economic projections

	<u>2000</u>	<u>2005</u>	<u>2010</u>	<u>2015</u>	<u>2020</u>	<u>2025</u>	<u>2030</u>
Population	20,826	21,516	23,403	25,258	27,007	28,610	30,080
Change		690	1,887	1,855	1,749	1,603	1,470
Percent change		3.3	8.8	7.9	6.9	5.9	5.1
Real Output (\$, Millions 1996)							
Total	130	139	149	157	167	178	190
Manufacturing	24	24	25	25	25	26	26
Mining	0	0	1	1	1	1	1
Construction	22	24	23	23	23	24	24
Trade	15	17	19	22	25	28	31
Services	19	19	20	20	22	23	25
FIRE	4	4	4	4	5	5	6
TCPU	9	9	10	10	11	12	13
Government	37	40	46	49	53	57	61
AFFF	n.a.	2	2	2	2	2	2
Wage & salary employment (jobs)							
Total	5,829	6,180	6,480	6,762	7,129	7,540	8,005
Manufacturing	1,030	1,011	1,018	1,026	1,038	1,054	1,074
Mining	n.a.	8	29	24	23	24	24
Construction	850	911	877	889	897	908	918
Trade	897	993	1,111	1,231	1,370	1,524	1,694
Services	1,178	1,231	1,269	1,294	1,370	1,465	1,575
FIRE	245	247	268	289	313	339	365
TCPU	310	316	323	337	356	375	392
Government	1,319	1,385	1,502	1,581	1,665	1,748	1,854
AFFF	n.a.	78	84	91	97	103	110

Note: Acronyms are for Finance, Insurance, and Real Estate (FIRE); Transportation, Communications, and Public Utilities (TCPU); and Agricultural, Forestry, Fisheries, and Farming Services (AFFF).

Source: Global Insight and Center for Business and Economic Research, The University of Alabama.

Choctaw County

A modest population loss in Choctaw County between 1990 and 2000 turned into a much steeper decline from 2000 to 2005, with the loss of an estimated 7.0 percent of the county's population over the five years. As shown in Table 2-3, Choctaw County's population is expected to grow across the 2005 to 2030 period, albeit slowly, as the county's economy expands. The projected addition of 500 residents amounts to a 3.4 percent increase over the 25 years.

Table 2-3. Choctaw County population and economic projections

	<u>2000</u>	<u>2005</u>	<u>2010</u>	<u>2015</u>	<u>2020</u>	<u>2025</u>	<u>2030</u>
Population	15,922	14,807	14,887	14,997	15,109	15,212	15,307
Change		-1,115	80	110	112	103	95
Percent change		-7.0	0.5	0.7	0.7	0.7	0.6
Real Output (\$, Millions 1996)							
Total	208	221	225	237	246	254	259
Manufacturing	124	121	125	129	131	131	127
Mining	0	0	0	0	0	0	0
Construction	23	31	25	28	29	31	32
Trade	17	18	21	23	25	28	31
Services	18	19	21	23	24	26	28
FIRE	n.a.	2	2	2	2	2	2
TCPU	8	7	8	8	9	9	10
Government	19	21	22	22	23	24	25
AFFF	n.a.	2	2	2	3	4	4
Wage & salary employment (jobs)							
Total	5,702	5,902	5,991	6,294	6,566	6,813	7,015
Manufacturing	2,109	1,701	1,772	1,842	1,875	1,865	1,805
Mining	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Construction	654	892	749	801	835	881	921
Trade	901	964	1,023	1,084	1,154	1,231	1,317
Services	1,073	1,097	1,149	1,200	1,254	1,309	1,366
FIRE	n.a.	103	104	105	106	108	109
TCPU	233	240	246	257	272	287	301
Government	732	808	853	885	925	964	1,015
AFFF	n.a.	97	95	120	145	168	181

Note: Acronyms are for Finance, Insurance, and Real Estate (FIRE); Transportation, Communications, and Public Utilities (TCPU); and Agricultural, Forestry, Fisheries, and Farming Services (AFFF).

Source: Global Insight and Center for Business and Economic Research, The University of Alabama.

Total real output in Choctaw County will rise from \$221 million in 2005 to \$259 million in 2030, a 17.2 percent increase. Payroll employment is expected to grow by 19.1 percent from 5,887 to slightly over 7,000 for the same period. The manufacturing sector is the county's largest employer, with an about 29.0 percent share (1,701 workers) in 2005. However, growth in manufacturing will be slow; employment will rise 6.1 percent to 1,805 by 2030 and real output will increase from \$121 million to \$127 million. Jobs in retail and wholesale trade will climb from 964 in 2005 to 1,317 in 2030, an increase of 36.6 percent, while real output is forecasted to rise from \$18 million to \$31 million in 2030, a 72.2 percent increase. The county's services sector should see output grow from \$19 million in 2005 to \$28 million in 2030 and payrolls rise from 1,097 to 1,366. Most other sectors of Choctaw County's economy are expected to show modest growth over the forecast period.

Clarke County

While Clarke County added over 600 residents (2.3 percent) during the 1990s, it lost almost as many over the five years from 2000 to 2005. The county seems poised for growth, however, with current initiatives and recent job announcements indicating a strengthening economy. Population gains are expected to accelerate over each of the five year periods from 2005 to 2030, as shown in Table 2-4. For the entire 25 years, Clarke County should add 2,273 new residents, for an 8.3 percent increase.

Table 2-4. Clarke County population and economic projections

	<u>2000</u>	<u>2005</u>	<u>2010</u>	<u>2015</u>	<u>2020</u>	<u>2025</u>	<u>2030</u>
Population	27,867	27,269	27,661	28,078	28,519	29,005	29,542
Change		-598	392	417	441	486	537
Percent change		-2.1	1.4	1.5	1.6	1.7	1.9
Real Output (\$, Millions 1996)							
Total	320	344	380	418	466	523	591
Manufacturing	112	116	130	146	169	198	236
Mining	n.a.	2	3	3	3	3	3
Construction	20	19	20	21	22	24	26
Trade	44	48	55	62	70	79	89
Services	46	50	55	60	66	72	78
FIRE	15	16	18	21	23	26	29
TCPU	20	22	23	26	29	32	35
Government	63	67	73	77	81	85	90
AFFF	n.a.	3	3	4	4	5	5
Wage & salary employment (jobs)							
Total	12,821	13,668	14,821	16,068	17,608	19,431	21,580
Manufacturing	3,274	3,494	3,876	4,346	4,987	5,833	6,914
Mining	n.a.	57	66	63	63	63	63
Construction	763	755	789	817	857	912	986
Trade	2,715	2,819	3,060	3,305	3,587	3,901	4,247
Services	2,670	2,818	3,109	3,401	3,740	4,098	4,470
FIRE	625	676	759	842	938	1,040	1,146
TCPU	625	640	659	699	745	794	846
Government	2,149	2,205	2,286	2,342	2,400	2,458	2,532
AFFF	n.a.	203	218	255	290	331	375

Note: Acronyms are for Finance, Insurance, and Real Estate (FIRE); Transportation, Communications, and Public Utilities (TCPU); and Agricultural, Forestry, Fisheries, and Farming Services (AFFF).

Source: Global Insight and Center for Business and Economic Research, The University of Alabama.

Manufacturing is the county's largest economic sector, with \$116 million in real output in 2005 (almost 34 percent of total county real output) and also the largest employer, with 3,494 workers or 26 percent of total county payroll employment. The sector is forecasted to continue dominating in the county through 2030; real output will more than double from \$116 million in 2005 to \$236 million while payrolls rise nearly 98 percent from 3,494 to 6,914. Overall, the total real output produced by all economic sectors in Clarke County is forecasted to climb from \$344 million in 2005 to \$591 million in 2030, an approximately 72 percent increase. Total payroll employment is estimated to increase from 13,668 in 2005 to 21,580 in 2030, for a 57.8 percent gain.

Other major sectors in terms of both employment and real output include retail and wholesale trade, services, and government, which includes federal, state, and local government entities. Real output produced by the retail and wholesale trade sector will grow from \$48 million in 2005 to \$89 million by 2030, with employment going from 2,819 to 4,247, an increase of about 51 percent. Payrolls in Clarke County's services sector are estimated to increase from 2,818 in 2005 to 4,470 in 2030, a gain of 58.6 percent, while total real output produced by these firms rises from \$50 million to \$78 million. The government sector currently accounts for almost 16 percent of the county's total payrolls, employing approximately 2,200 workers. Employment at government entities will increase to 2,532 by 2030, while total real output is forecasted to rise from \$67 million to \$90 million.

Colbert County

After a moderate population increase of 6.4 percent that brought 3,318 new residents to Colbert County between 1990 and 2000, estimates indicate a modest loss of 324 residents during the ensuing five years from 2000 to 2005. As Table 2-5 indicates, population growth should return after 2005, with the addition of almost 1,200 people by 2010 more than recovering the loss. Over the 25 years from 2005 to 2030, Colbert County is projected to add about 4,800 residents, a gain of 8.8 percent.

Table 2-5. Colbert County population and economic projections

	<u>2000</u>	<u>2005</u>	<u>2010</u>	<u>2015</u>	<u>2020</u>	<u>2025</u>	<u>2030</u>
Population	54,984	54,660	55,841	56,912	57,884	58,739	59,468
Change		-324	1,181	1,071	972	855	729
Percent change		-0.6	2.2	1.9	1.7	1.5	1.2
Real Output (\$, Millions 1996)							
Total	842	848	887	938	1,008	1,091	1,188
Manufacturing	192	147	123	111	105	102	101
Mining	5	3	3	3	3	3	3
Construction	67	72	85	95	111	132	160
Trade	130	150	171	192	217	244	274
Services	124	151	174	197	225	253	283
FIRE	22	25	27	29	32	35	38
TCPU	51	57	59	62	66	71	75
Government	249	242	243	244	246	248	250
AFFF	3	3	3	3	3	3	3
Wage & salary employment (jobs)							
Total	28,356	28,962	30,954	33,119	35,833	38,956	42,497
Manufacturing	4,705	4,003	3,607	3,404	3,300	3,246	3,219
Mining	90	14	26	23	23	23	23
Construction	2,498	2,558	2,894	3,176	3,573	4,124	4,872
Trade	6,551	7,391	8,471	9,569	10,839	12,247	13,800
Services	5,887	6,455	7,312	8,173	9,175	10,230	11,327
FIRE	1,242	1,198	1,263	1,329	1,405	1,486	1,569
TCPU	1,313	1,314	1,331	1,367	1,407	1,451	1,497
Government	5,884	5,859	5,878	5,906	5,937	5,972	6,011
AFFF	186	170	171	173	175	177	180

Note: Acronyms are for Finance, Insurance, and Real Estate (FIRE); Transportation, Communications, and Public Utilities (TCPU); and Agricultural, Forestry, Fisheries, and Farming Services (AFFF).

Source: Global Insight and Center for Business and Economic Research, The University of Alabama.

Colbert County real output of \$848 million in 2005 is forecasted to increase by about 41 percent to almost \$1.2 billion by 2030, as total payroll employment rises roughly 49 percent from 28,962 to 42,497. Most of the growth will be in the retail and wholesale trade, services, and construction sectors. Manufacturing employment and output fell off sharply between 2000 and 2005. The sector is expected to continue to contract through 2030, paralleling national trends; about 780 jobs will be shed and real output will drop from \$147 million to around \$100 million. The largest employment sector in Colbert County is retail and wholesale trade, followed by services, government, and construction. Retail and wholesale businesses, which provided 7,391 jobs and accounted for 25.5 percent of the county total in 2005, should have 13,800 jobs (up by 87 percent) in 2030, as sector output rises from \$150 million to \$274 million. Services sector jobs will increase 75.5 percent from 6,455 in 2005 to 11,327 in 2030, with real output rising from \$151 million to \$283 million. The

government sector is expected to see only modest output and employment gains. Commercial and residential building activity should result in strong growth in the county's construction sector. Payrolls in these firms will rise from 2,558 in 2005 to 4,872 by 2030, an increase of about 90 percent, while total real output will more than double from \$72 million to \$160 million over the same period.

Cullman County

The population of Cullman County has grown more rapidly than the state's since 1990, with an increase of 3.1 percent from 2000 to 2005 bringing about 2,400 new residents. As shown in Table 2-6, population gains are expected to accelerate from 2005 to 2010 and remain strong throughout the forecast period. A projected 26,049 new Cullman County residents between 2005 and 2030 would amount to an increase of 32.6 percent.

Table 2-6. Cullman County population and economic projections

	<u>2000</u>	<u>2005</u>	<u>2010</u>	<u>2015</u>	<u>2020</u>	<u>2025</u>	<u>2030</u>
Population	77,483	79,886	85,207	90,579	95,929	101,095	105,935
Change		2,403	5,321	5,372	5,350	5,166	4,840
Percent change		3.1	6.7	6.3	5.9	5.4	4.8
Real Output (\$, Millions 1996)							
Total	916	1,008	1,190	1,380	1,608	1,862	2,148
Manufacturing	211	209	234	265	307	363	434
Mining	0	0	0	0	0	0	0
Construction	67	75	72	73	74	75	76
Trade	177	200	238	278	323	373	429
Services	220	255	333	411	501	597	696
FIRE	33	36	41	45	50	56	62
TCPU	77	94	121	148	182	219	261
Government	122	130	141	149	157	165	176
AFFF	9	10	11	11	12	14	15
Wage & salary employment (jobs)							
Total	36,753	39,292	44,297	49,507	55,705	62,599	70,272
Manufacturing	6,680	6,357	6,916	7,605	8,545	9,786	11,371
Mining	n.a.	11	12	12	13	13	14
Construction	3,441	3,660	3,573	3,605	3,625	3,653	3,678
Trade	8,898	9,576	10,599	11,640	12,843	14,177	15,648
Services	8,618	9,783	11,955	14,139	16,682	19,357	22,138
FIRE	1,841	1,998	2,247	2,496	2,787	3,092	3,410
TCPU	2,313	2,737	3,483	4,244	5,169	6,196	7,341
Government	4,352	4,515	4,799	4,994	5,198	5,402	5,661
AFFF	610	646	704	763	835	915	1,004

Note: Acronyms are for Finance, Insurance, and Real Estate (FIRE); Transportation, Communications, and Public Utilities (TCPU); and Agricultural, Forestry, Fisheries, and Farming Services (AFFF).

Source: Global Insight and Center for Business and Economic Research, The University of Alabama.

Cullman County's economy is forecasted to show relatively rapid growth through 2030. Total real output will increase by 134 percent from about \$0.9 billion in 2005 to \$2.1 billion, while payroll employment rises 79 percent from 39,292 to 70,272. The county's fastest growing segments are expected to be manufacturing, retail and wholesale trade, and services. Manufacturing firms accounted for 16 percent of total employment with 6,357 jobs in 2005 that will increase to 11,371 in 2030, with their output more than doubling from \$209 million to \$434 million. Services was the

county's largest employer in 2005, with 9,783 employees for an almost 25 percent share. Jobs in services will rise 126 percent to 22,138 by 2030, with output increasing from \$255 million in 2005 to \$696 million, making it the fastest growing sector. Retail and wholesale trade combined, which had a 24 percent jobs share in 2005 with 9,576, will see a 63 percent increase in their payrolls to 15,648 in 2030 as output rises from \$200 million to \$429 million. Finance, insurance and real estate (FIRE) payroll employment is forecasted to rise from 1,998 in 2005 to 3,410 in 2030, with real output going from \$36 million to \$62 million. Real output of transportation, communication, and public utilities (TCPU) will increase from \$94 million to \$261 million, with payrolls growing from 2,737 to 7,341.

Dallas County

Dallas County has seen moderate population declines in recent decades, with young people in their twenties foremost among those moving out of the county. Between 2000 and 2005, the county lost about 2,000 people, a decline of 4.3 percent. Improved job opportunities should help the county retain more of its residents and begin to grow its population after 2005. Population gains should pick up across the five-year intervals between 2005 and 2030. For the entire projection period, the county population of is expected to increase by around 2,670, a gain of 6.0 percent (Table 2-7).

Table 2-7. Dallas County population and economic projections

	<u>2000</u>	<u>2005</u>	<u>2010</u>	<u>2015</u>	<u>2020</u>	<u>2025</u>	<u>2030</u>
Population	46,365	44,366	44,520	44,958	45,570	46,289	47,037
Change		-1,999	154	438	612	719	748
Percent change		-4.3	0.3	1.0	1.4	1.6	1.6
Real Output (\$, Millions 1996)							
Total	555	564	596	630	677	733	799
Manufacturing	159	157	167	178	193	214	240
Mining	9	8	9	8	8	8	8
Construction	27	28	29	31	33	35	37
Trade	75	75	76	78	79	81	83
Services	130	141	157	173	192	212	233
FIRE	20	21	22	24	26	28	30
TCPU	29	29	29	29	29	30	30
Government	98	97	97	98	103	111	122
AFFF	7	8	9	11	12	14	16
Wage & salary employment (jobs)							
Total	22,145	22,182	23,059	24,047	25,336	26,878	28,695
Manufacturing	5,324	5,191	5,483	5,843	6,333	6,981	7,809
Mining	43	38	41	41	41	41	41
Construction	1,015	1,010	1,047	1,085	1,131	1,182	1,239
Trade	4,090	3,957	3,999	4,041	4,091	4,145	4,205
Services	6,082	6,345	6,800	7,257	7,790	8,350	8,932
FIRE	907	944	952	959	967	976	985
TCPU	804	804	806	809	813	818	824
Government	3,482	3,471	3,483	3,503	3,599	3,743	3,944
AFFF	398	422	448	510	571	642	717

Note: Acronyms are for Finance, Insurance, and Real Estate (FIRE); Transportation, Communications, and Public Utilities (TCPU); and Agricultural, Forestry, Fisheries, and Farming Services (AFFF).

Source: Global Insight and Center for Business and Economic Research, The University of Alabama.

Dallas County real output totaled \$564 million in 2005, with 22,182 jobs. The county's largest sector is services, followed by manufacturing, retail and wholesale trade, and government. Total county output is expected to rise 41.7 percent to about \$800 million by 2030, with a 6,513 (29.4 percent) increase in jobs. Services, expected to be the fastest growing segment of the economy, will realize a 41.0 percent jobs gain from 6,345 in 2005 to 8,932 by 2030. Output of the services sector will grow by 65 percent to \$233 million. Real output of the county's retail and wholesale trade sector is expected to rise from \$75 million in 2005 to \$83 million in 2030, with employment increasing from 3,957 to 4,205. Dallas County's manufacturing sector is expected to expand across the forecast period, with payroll employment rising from 5,191 to 7,809, and real output increasing from \$157 million to \$240 million. In 2030 services and manufacturing should still be the largest employers in the county, accounting for 31 percent and 27 percent of total employment, respectively.

Greene County

Greene County, which has seen its population dwindle for decades and lost 313 residents (3.1 percent) between 2000 and 2005, is expected to rein in these losses but not turn things around across the projection period (Table 2-8). A loss of just 74 residents (0.8 percent) is forecasted for 2005 to 2030. Job growth in the county could spur population growth in the longer term.

Table 2-8. Greene County population and economic projections

	2000	2005	2010	2015	2020	2025	2030
Population	9,974	9,661	9,621	9,610	9,599	9,597	9,587
Change		-313	-40	-11	-11	-2	-10
Percent change		-3.1	-0.4	-0.1	-0.1	0.0	-0.1
Real Output (\$, Millions 1996)							
Total	63	64	69	75	82	90	99
Manufacturing	10	10	11	11	11	12	13
Mining	0	0	0	0	0	0	0
Construction	3	3	3	2	2	2	2
Trade	5	5	5	6	7	7	8
Services	11	13	15	18	21	24	27
FIRE	1	1	2	2	2	3	3
TCPU	11	10	11	13	15	18	21
Government	20	21	21	22	22	22	23
AFFF	1	1	1	1	1	1	2
Wage & salary employment (jobs)							
Total	2,788	2,903	3,222	3,562	3,953	4,373	4,826
Manufacturing	362	325	342	363	392	430	478
Mining	0	0	0	0	0	0	0
Construction	161	162	157	153	152	149	152
Trade	418	426	443	466	484	502	520
Services	707	797	992	1,189	1,418	1,659	1,910
FIRE	83	78	88	98	109	121	133
TCPU	198	203	228	262	308	363	426
Government	809	855	905	955	1,005	1,055	1,105
AFFF	50	57	66	75	84	93	102

Note: Acronyms are for Finance, Insurance, and Real Estate (FIRE); Transportation, Communications, and Public Utilities (TCPU); and Agricultural, Forestry, Fisheries, and Farming Services (AFFF).

Source: Global Insight and Center for Business and Economic Research, The University of Alabama.

The economy of Greene County is expected to expand moderately between 2005 and 2030. Economic output could rise by 55.0 percent to \$99 million, while payroll employment increases from 2,903 in 2005 to 4,826 in 2030. The services sector will account for most of the increase in payroll employment, as its jobs rise almost 140 percent from 797 to 1,910 and its real output more than doubles to \$27 million. Services is expected to become Greene County's largest sector by 2030. Manufacturing sector payrolls will reach 478 in 2030 from 325 in 2005, with real output rising from \$10 million to \$13 million. Retail and wholesale trade sector payroll employment will rise from 426 to 520, as real output grows from \$5 million to \$8 million. Government—federal, state and local—is the largest sector of the Greene County economy and provided 855 jobs in 2005 for a 29 percent share of total county employment. Government sector output of \$21 million in 2005 (33 percent of total county real output) will reach \$23 million in 2030, as jobs increase to 1,105.

Hale County

Hale County has seen population gains above the statewide averages since 1990, with a 6.6 percent increase between 2000 and 2005 (Table 2-9). Population growth of just 1.1 percent projected for the 2005 to 2010 period is likely the result of a group quarters reporting issue. Population gains should be strong through 2030, with the addition of 3,730 new residents after 2005 amounting to an increase of 20.4 percent.

Table 2-9. Hale County population and economic projections

	<u>2000</u>	<u>2005</u>	<u>2010</u>	<u>2015</u>	<u>2020</u>	<u>2025</u>	<u>2030</u>
Population	17,185	18,316	18,512	19,419	20,407	21,199	22,046
Change		1,131	196	907	988	792	847
Percent change		6.6	1.1	4.9	5.1	3.9	4.0
Real Output (\$, Millions 1996)							
Total	113	117	136	157	184	216	256
Manufacturing	38	35	44	55	70	89	114
Mining	1	1	2	2	2	2	2
Construction	5	4	5	6	8	10	12
Trade	10	10	9	10	9	9	9
Services	20	23	29	35	41	48	55
FIRE	3	3	3	4	4	5	5
TCPU	7	6	7	8	8	9	10
Government	30	32	35	37	40	42	45
AFFF	1	1	2	2	2	2	2
Wage & salary employment (jobs)							
Total	5,335	5,269	5,732	6,233	6,520	6,865	7,208
Manufacturing	1,398	1,155	1,268	1,428	1,323	1,240	1,113
Mining	16	17	17	18	19	20	21
Construction	263	252	282	306	341	390	456
Trade	770	766	758	758	754	752	751
Services	1,275	1,410	1,655	1,901	2,188	2,489	2,803
FIRE	189	193	196	199	203	207	211
TCPU	195	196	205	217	233	252	274
Government	1,100	1,139	1,191	1,227	1,265	1,303	1,350
AFFF	129	142	160	177	194	212	229

Note: Acronyms are for Finance, Insurance, and Real Estate (FIRE); Transportation, Communications, and Public Utilities (TCPU); and Agricultural, Forestry, Fisheries, and Farming Services (AFFF).

Source: Global Insight and Center for Business and Economic Research, The University of Alabama.

Total real output for Hale County will rise from \$117 million in 2005 to \$256 million by 2030, an increase of 118 percent, while payroll employment will increase from 5,269 to 7,208. The largest employers in Hale County are the services sector, followed by manufacturing, government, and retail and wholesale trade. Services employed 1,410 workers in 2005, accounting for 27 percent of total employment, with real output of \$23 million (almost 20 percent of the county's total output). By 2030, the sector is forecasted to employ 2,803, an increase of almost 99 percent, and output will reach \$55 million. Unfortunately, payrolls in the manufacturing sector are forecasted to decline during the forecast period ending in 2030, with jobs dropping slightly from 1,155 to 1,113. Manufacturing output is forecasted to increase from \$35 million to \$114 million, however, primarily due to improved productivity and increasing automation. Payroll employment in the government sector is expected to increase from 1,139 in 2005 to 1,350 in 2030, while economic output will rise from \$32 million to \$45 million. Trade entities are expected to shed some jobs, with the sector's payroll employment sliding from 766 in 2005 to 751 in 2030.

Jefferson County

The state's largest county saw modest population growth during the 1990s, followed by a slight 0.7 percent decline from 2000 to 2005. Population trends are expected to turn positive again after 2005, as shown in Table 2-10. Growth will accelerate through 2020 and then taper off between 2020 and 2030. Across the 2005 to 2030 forecast period, Jefferson County is expected to add about 42,450 residents, an increase of 6.5 percent.

Jefferson County has the largest economy in the state, with almost \$20 billion in economic output and 512,560 in total payroll employment in 2005. Total economic output will increase from \$19.8 billion in 2005 to \$40.7 billion by 2030, with total employment rising from 512,563 to over 872,000. Services is the largest sector in the county, followed by retail and wholesale trade, and government. The services sector accounts for 31 percent of Jefferson County's total economic output and almost 33 percent of payroll employment. Services' \$6.2 billion in economic output in 2005 is forecasted to reach \$12.9 billion in 2030, an increase of approximately 108 percent. Employment in services will rise from 171,927 in 2005 to 318,287 by 2030, an increase of almost 86 percent. Real output of the county's retail and wholesale trade sector is forecasted to increase from \$3.4 billion in 2005 to almost \$6.0 billion by 2030. Trade currently employs about 112,000 workers and should have almost 159,000 workers on its payrolls by 2030.

Although the manufacturing sector in Jefferson County is not large, it plays a significant role in the county's economy. As more and more automotive-related production moves into the state, a number of supplier plants are locating in or around Jefferson County because of its proximity to the original equipment manufacturers in the state. And the county will soon add an Isuzu truck manufacturing plant. Economic output in manufacturing is expected to rise from \$1.8 billion in 2005 to \$5.7 billion by 2030, while payroll employment is forecasted to increase from 42,871 to 113,458. Finance, insurance, and real estate (FIRE) is another important economic sector in Jefferson County. Total FIRE output will increase from \$2.0 billion in 2005 to \$6.3 billion in 2030, while employment is forecasted to rise from 47,588 to 96,882. However, given recent bank mergers and acquisitions, the financial industry may not generate as many jobs as it has in the past and there is a high probability that this forecast may be too optimistic since the historical data do not capture the current financial industry mergers and acquisitions activity.

Table 2-10. Jefferson County population and economic projections

	<u>2000</u>	<u>2005</u>	<u>2010</u>	<u>2015</u>	<u>2020</u>	<u>2025</u>	<u>2030</u>
Population	662,047	657,229	663,880	672,320	681,906	691,350	699,681
Change		-4,818	6,651	8,440	9,586	9,444	8,331
Percent change		-0.7	1.0	1.3	1.4	1.4	1.2
Real Output (\$, Millions 1996)							
Total	17,770	19,760	22,861	26,420	30,777	35,453	40,693
Manufacturing	1,685	1,848	2,257	2,760	3,480	4,452	5,725
Mining	162	147	183	174	172	174	174
Construction	1,318	1,490	1,651	1,858	2,172	2,620	3,223
Trade	3,115	3,405	3,838	4,278	4,788	5,353	5,976
Services	5,388	6,204	7,387	8,577	9,962	11,420	12,935
FIRE	1,793	2,007	2,610	3,524	4,614	5,488	6,305
TCPU	1,702	1,924	2,006	2,180	2,374	2,585	2,810
Government	2,547	2,666	2,853	2,982	3,117	3,252	3,423
AFFF	59	70	75	86	97	109	123
Wage & salary employment (jobs)							
Total	482,446	512,563	566,273	626,051	699,624	780,609	872,090
Manufacturing	39,643	42,871	50,016	58,807	71,798	89,705	113,458
Mining	2,489	2,254	2,789	2,658	2,629	2,652	2,650
Construction	30,116	33,765	36,322	39,625	44,613	51,741	61,337
Trade	109,806	112,309	120,132	128,083	137,279	147,479	158,721
Services	156,207	171,927	197,661	223,528	253,648	285,337	318,287
FIRE	46,637	47,588	54,501	64,968	77,456	87,461	96,822
TCPU	31,394	33,887	34,738	36,523	38,532	40,706	43,016
Government	62,790	64,114	66,108	67,473	68,909	70,338	72,152
AFFF	3,364	3,848	4,007	4,385	4,760	5,189	5,647

Note: Acronyms are for Finance, Insurance, and Real Estate (FIRE); Transportation, Communications, and Public Utilities (TCPU); and Agricultural, Forestry, Fisheries, and Farming Services (AFFF).

Source: Global Insight and Center for Business and Economic Research, The University of Alabama.

Lamar County

Lamar County experienced a sizeable population decline of 940 residents (5.9 percent) between 2000 and 2005. An improving economy should bring modest population growth after 2005, but, as seen in Table 2-11, the rebound will weaken across the forecast period. Between 2005 and 2030, the county is projected to add just 290 new residents, a gain of 1.9 percent.

The county's economy is expected to expand moderately from 2005 to 2030. Real economic output will rise (30.1 percent) from \$166 million to \$216 million, while payroll employment will increase from 6,954 to 8,981. The largest sector in Lamar County is manufacturing; its real output of \$77 million in 2005 accounted for a 46.4 percent share of the county total and its 2,391 jobs were 34.4 percent of total employment. Manufacturing growth will be relatively weak from 2005 to 2030, however, with payroll employment increasing by 7.8 percent to 2,577 and economic output rising from \$77 million to \$83 million. The county's smaller services sector should see much stronger growth, with output rising almost 79 percent from \$19 million to \$34 million and jobs increasing by 59 percent from 1,345 to 2,143. Services will account for 24 percent of total employment in the county by 2030, compared to its current 19.0 percent share. The share of Lamar County's total output generated by services is expected to rise from 11.4 percent in 2005 to 15.7 percent in 2030.

Table 2-11. Lamar County population and economic projections

	<u>2000</u>	<u>2005</u>	<u>2010</u>	<u>2015</u>	<u>2020</u>	<u>2025</u>	<u>2030</u>
Population	15,904	14,962	15,065	15,145	15,194	15,232	15,253
Change		-942	103	80	49	38	21
Percent change		-5.9	0.7	0.5	0.3	0.3	0.1
Real Output (\$, Millions 1996)							
Total	n.a.	166	178	187	196	206	216
Manufacturing	n.a.	77	81	82	83	83	83
Mining	n.a.	1	1	1	1	1	1
Construction	10	7	9	10	12	13	15
Trade	12	12	12	12	12	12	12
Services	17	19	21	24	27	31	34
FIRE	5	5	6	6	7	7	8
TCPU	22	23	24	27	30	33	36
Government	22	21	22	23	24	24	25
AFFF	n.a.	1	1	1	1	1	1
Wage & salary employment (jobs)							
Total	6,744	6,954	7,339	7,659	8,001	8,347	8,981
Manufacturing	n.a.	2,391	2,516	2,557	2,571	2,575	2,577
Mining	n.a.	48	55	48	46	47	47
Construction	392	336	378	421	463	506	548
Trade	853	830	833	837	840	844	847
Services	1,277	1,345	1,439	1,534	1,645	1,761	2,143
FIRE	252	252	274	296	322	349	383
TCPU	815	848	891	983	1,101	1,223	1,335
Government	755	778	817	845	873	902	954
AFFF	n.a.	144	153	156	157	158	164

Note: Acronyms are for Finance, Insurance, and Real Estate (FIRE); Transportation, Communications, and Public Utilities (TCPU); and Agricultural, Forestry, Fisheries, and Farming Services (AFFF).

Source: Global Insight and Center for Business and Economic Research, The University of Alabama.

Lauderdale County

Following an above-average population gain in Lauderdale County of 10.4 percent between 1990 and 2000, estimates show a slight loss of 0.3 percent (275 people) from 2000 to 2005. With stronger economic growth expected after 2005, population gains are forecasted to resume (Table 2-12). From 2005 to 2010, the county is expected to add 3,200 residents, an increase of 3.6 percent. Population growth will continue throughout the forecast period, although at a reduced rate. For the 2005 to 2030 period, the county should add about 13,000 new residents, a gain of 14.8 percent.

Lauderdale County real output, which amounted to \$1.1 billion in 2005, is expected to increase to almost \$2.0 billion by 2030. At the same time, the county's total payroll employment is forecasted to rise from 44,318 to 72,595. In terms of output, services is the largest sector of the Lauderdale County economy, followed by government (federal, state, and local), wholesale and retail trade, and manufacturing. However, retail and wholesale trade employs more workers than either services or government. This dependence on the trade sector affects other aspects of the Lauderdale County economy as workers in retail and wholesale trade establishments generally earn less than workers in other sectors of the economy. The high concentration of workers in trade implies lower overall earnings the sector pays less than others (e.g. manufacturing or services).

Services accounted for 22.5 percent of the county's total real output and 23.0 percent of total employment in 2005. The sector's output is estimated to rise from \$245 million in 2005 to \$485 million in 2030, together with an almost 81 percent increase in jobs. Output for the retail and wholesale trade sector is estimated to increase from \$224 million in 2005 to \$442 million in 2030, with its share of county output inching up to 22 percent from 21 percent. Trade jobs will increase from 11,892 (an almost 27 percent share) to 20,320 (a 28 percent share) in 2030. Increased emphasis on attracting new manufacturing plants to Alabama may boosting that sector of the Lauderdale County economy because of the county may be attractive for some new manufacturers.

Table 2-12. Lauderdale County population and economic projections

	<u>2000</u>	<u>2005</u>	<u>2010</u>	<u>2015</u>	<u>2020</u>	<u>2025</u>	<u>2030</u>
Population	87,966	87,691	90,891	93,803	96,419	98,740	100,707
Change		-275	3,200	2,912	2,616	2,321	1,967
Percent change		-0.3	3.6	3.2	2.8	2.4	2.0
Real Output (\$, Millions 1996)							
Total	1,001	1,086	1,230	1,377	1,554	1,756	1,989
Manufacturing	200	204	229	259	300	354	424
Mining	8	7	7	7	7	7	7
Construction	66	73	79	87	97	112	132
Trade	196	224	260	298	341	389	442
Services	218	245	287	329	379	431	485
FIRE	56	63	75	87	100	115	130
TCPU	22	23	26	29	32	35	38
Government	231	241	262	276	291	306	324
AFFF	5	6	6	6	7	7	8
Wage & salary employment (jobs)							
Total	41,967	44,318	48,799	53,447	59,005	65,342	72,595
Manufacturing	7,347	7,716	8,453	9,361	10,598	12,231	14,318
Mining	27	24	25	24	24	24	24
Construction	2,742	2,923	3,045	3,243	3,498	3,854	4,323
Trade	11,307	11,892	13,313	14,757	16,427	18,279	20,320
Services	9,501	10,340	11,807	13,281	14,998	16,805	18,683
FIRE	2,365	2,447	2,672	2,899	3,163	3,441	3,730
TCPU	895	924	1,006	1,100	1,195	1,291	1,387
Government	7,346	7,588	7,978	8,245	8,525	8,805	9,159
AFFF	437	463	500	538	575	613	650

Note: Acronyms are for Finance, Insurance, and Real Estate (FIRE); Transportation, Communications, and Public Utilities (TCPU); and Agricultural, Forestry, Fisheries, and Farming Services (AFFF).

Source: Global Insight and Center for Business and Economic Research, The University of Alabama.

Madison County

Madison County has been experiencing strong population growth, with an estimated 21,492 new residents between 2000 and 2005, a 7.8 percent increase. Population gains should accelerate between 2005 and 2010 as BRAC transfers to Redstone Arsenal bring an influx of military, civilian, and contractor personnel and their families. The county is expected to add 27,175 residents during these five years, a 9.1 percent increase (Table 2-13). Elevated growth rates will continue during the 2010 to 2015 period, with almost 20,000 new residents. Population gains are expected to return to a more moderate pace after 2015. For the entire forecast period of 2005 to 2030, Madison County's population is expected to grow by almost 75,000, an increase of 25 percent.

Table 2-13. Madison County population and economic projections

	2000	2005	2010	2015	2020	2025	2030
Population	276,700	298,192	325,367	345,130	353,297	362,835	372,873
Change		21,492	27,175	19,763	8,167	9,538	10,038
Percent change		7.8	9.1	6.1	2.4	2.7	2.8
Real Output (\$, Millions 1996)							
Total	7,204	8,237	9,417	10,588	11,969	13,489	15,180
Manufacturing	1,475	1,532	1,614	1,714	1,851	2,032	2,264
Mining	n.a.	1	3	2	2	2	2
Construction	237	259	289	325	373	440	529
Trade	836	1,002	1,189	1,380	1,601	1,846	2,116
Services	2,307	2,758	3,386	4,018	4,753	5,526	6,330
FIRE	235	275	340	406	486	575	674
TCPU	172	190	206	229	259	295	335
Government	1,942	2,023	2,168	2,266	2,371	2,474	2,606
AFFF	n.a.	196	222	247	273	299	324
Wage & salary employment (jobs)							
Total	192,928	208,965	230,247	251,976	277,759	306,274	337,736
Manufacturing	29,506	29,511	30,626	31,999	33,871	36,342	39,500
Mining	n.a.	114	136	130	129	130	130
Construction	8,587	9,670	10,485	11,481	12,810	14,656	17,120
Trade	39,110	42,291	46,446	50,669	55,553	60,971	66,942
Services	64,360	73,010	85,921	98,899	114,011	129,910	146,442
FIRE	9,126	9,665	10,477	11,306	12,313	13,432	14,680
TCPU	5,107	5,559	6,024	6,666	7,509	8,529	9,690
Government	37,132	37,427	38,367	39,011	39,688	40,362	41,218
AFFF	n.a.	1,719	1,767	1,816	1,876	1,942	2,016

Note: Acronyms are for Finance, Insurance, and Real Estate (FIRE); Transportation, Communications, and Public Utilities (TCPU); and Agricultural, Forestry, Fisheries, and Farming Services (AFFF).

Source: Global Insight and Center for Business and Economic Research, The University of Alabama.

The prospects for economic growth in Madison County and in the general area around the Huntsville metro look extremely promising. The region is known for the highest concentration of high-tech firms in the state. Military personnel relocating to the area under the BRAC agreement will further provide a boon to the economy. Real economic output in Madison County is forecasted to rise by almost 85 percent from \$8.2 billion in 2005 to \$15.2 billion in 2030. Payroll employment will increase from 208,965 in 2005 to 337,736 by 2030, a gain of almost 62 percent. Madison County has one of the most diversified economies in the state, with the largest sectors being services, retail and wholesale trade, government, and manufacturing. Services had 33 percent and 35 percent of total county real output and payroll employment, respectively, in 2005. The sector's output will rise from \$2.8 billion in 2005 to \$6.3 billion by 2030, with jobs going from 73,010 to 146,442. Manufacturing sector output will increase by almost 48 percent from \$1.5 billion to \$2.3 billion, while employment rises by 33 percent to 39,500. Stronger growth in output than jobs is typical of manufacturing industries because they tend to be more capital intensive. The government sector, which accounted for about 18 percent of total county payroll employment, will see its real output increase from \$2.0 billion in 2005 to \$2.6 billion in 2030 and its jobs rise from 37,427 to 41,218. At 42,291 in 2005, payroll employment in retail and wholesale trade amounted to 20.2 percent of the county's total employment. Trade sector employment is forecasted to grow to 66,942 by 2030, but its share of total output will slip slightly to 19.8 percent.

Marengo County

Marengo County lost an estimated 660 residents, or 2.9 percent of its population, between 2000 and 2005 as economic stagnation failed to create opportunities for its young people to find attractive job options close to home. An improving economy is expected to stem these losses over the five years from 2005 to 2010 (Table 2-14). Population growth is expected to gradually pick up over the forecast period and add about 420 new residents between 2005 and 2030, a gain of 1.9 percent.

Table 2-14. Marengo County population and economic projections

	<u>2000</u>	<u>2005</u>	<u>2010</u>	<u>2015</u>	<u>2020</u>	<u>2025</u>	<u>2030</u>
Population	22,539	21,879	21,847	21,880	21,976	22,120	22,298
Change		-660	-32	33	96	144	178
Percent change		-2.9	-0.1	0.2	0.4	0.7	0.8
Real Output (\$, Millions 1996)							
Total	279	280	312	346	390	442	506
Manufacturing	102	94	107	123	145	174	211
Mining	1	1	1	1	1	1	1
Construction	13	13	16	18	21	26	32
Trade	32	33	34	35	37	38	40
Services	35	39	46	53	61	69	78
FIRE	10	11	12	14	15	17	18
TCPU	25	26	28	30	34	38	41
Government	53	56	61	64	68	72	76
AFFF	8	7	7	8	8	8	9
Wage & salary employment (jobs)							
Total	10,431	10,407	11,134	11,919	12,902	14,065	15,438
Manufacturing	3,022	2,867	3,118	3,428	3,850	4,408	5,120
Mining	0	0	0	0	0	0	0
Construction	542	502	556	601	665	754	875
Trade	1,806	1,840	1,872	1,904	1,936	1,969	2,002
Services	1,868	1,988	2,211	2,435	2,695	2,969	3,254
FIRE	474	510	568	626	694	765	839
TCPU	573	518	545	603	678	755	825
Government	1,932	1,975	2,056	2,111	2,169	2,227	2,300
AFFF	214	217	218	221	224	228	231

Note: Acronyms are for Finance, Insurance, and Real Estate (FIRE); Transportation, Communications, and Public Utilities (TCPU); and Agricultural, Forestry, Fisheries, and Farming Services (AFFF).

Source: Global Insight and Center for Business and Economic Research, The University of Alabama.

Manufacturing is the largest sector in Marengo County, with 33.6 percent of total real output and 27.5 percent of total payroll employment in 2005. The next largest sector in terms of output is government—including state, local and federal governments—with a 20 percent share; its share of payroll employment was 19 percent. Services had 13 more jobs, but lower output (a 14 percent share), than government in 2005. From 2005 to 2030, total economic output in Marengo County is forecasted to increase from \$280 million to \$506 million and total payroll employment will rise from 10,407 to 15,438. Manufacturing sector output is forecasted to increase from \$94 million to \$211 million, with jobs rising from 2,867 to 5,120. The services sector should also see a significant increase in both real output and employment. Economic output in services will double from \$39 million in 2005 to \$78 million in 2030, while payrolls will rise from 1,988 to 3,254.

Marion County

While Marion County experienced moderate population gains during the 1990s, the trend turned negative after 2000 as jobs in the county fell off sharply. From 2000 to 2005 the county lost more than 1,000 residents, a decline of 3.4 percent. Moderate population growth is expected to resume after 2005, with the rate of increase slowing across the projection period (Table 2-15). From 2005 through 2030, Marion County is projected to gain about 1,700 residents, an increase of 5.6 percent.

Table 2-15. Marion County population and economic projections

	<u>2000</u>	<u>2005</u>	<u>2010</u>	<u>2015</u>	<u>2020</u>	<u>2025</u>	<u>2030</u>
Population	31,214	30,154	30,708	31,157	31,500	31,737	31,857
Change		-1,060	554	449	343	237	120
Percent change		-3.4	1.8	1.5	1.1	0.8	0.4
Real Output (\$, Millions 1996)							
Total	369	370	427	491	571	665	777
Manufacturing	169	162	185	213	251	302	367
Mining	1	2	3	3	3	3	4
Construction	11	11	13	16	19	23	29
Trade	44	47	56	64	75	86	99
Services	55	61	73	85	98	112	127
FIRE	12	12	16	22	30	35	40
TCPU	24	23	25	27	31	35	40
Government	51	52	57	60	63	67	71
AFFF	0	0	0	0	1	1	1
Wage & salary employment (jobs)							
Total	15,300	14,499	15,317	16,325	17,865	19,895	21,720
Manufacturing	5,822	4,889	4,616	4,513	4,736	5,350	5,613
Mining	35	32	45	53	57	59	60
Construction	610	545	650	738	861	1,034	1,267
Trade	2,482	2,578	2,835	3,097	3,400	3,735	4,105
Services	2,942	3,136	3,619	4,105	4,671	5,266	5,885
FIRE	612	599	669	777	906	998	1,081
TCPU	931	858	924	1,015	1,134	1,279	1,444
Government	1,786	1,783	1,881	1,948	2,018	2,088	2,177
AFFF	80	80	77	80	83	86	89

Note: Acronyms are for Finance, Insurance, and Real Estate (FIRE); Transportation, Communications, and Public Utilities (TCPU); and Agricultural, Forestry, Fisheries, and Farming Services (AFFF).

Source: Global Insight and Center for Business and Economic Research, The University of Alabama.

Economic output for Marion County, which was \$370 million in 2005, is expected to rise to \$777 million by 2030, with total payroll employment increasing from 14,500 to 21,720. Manufacturing, followed by services, government, and retail and wholesale trade are the largest economic sectors in the county. Manufacturing had roughly 44 percent and 33.7 percent shares of county output and employment, respectively, in 2005. The sector's output will climb 127 percent to \$367 million by 2030, while jobs grow 15 percent from 4,889 to 5,613, due to increasing automation and improving productivity. Services sector output will rise from \$61 million in 2005 to \$127 million in 2030, with the number of jobs increasing from 3,136 to 5,885. Real output of the retail and wholesale trade sector will more than double from \$47 million in 2005 to \$99 million in 2030, with these firms employing 4,105 workers by 2030, compared to 2,578 employed in 2005.

Mobile County

While Mobile County has added residents since 1990, population gains have been well below average growth statewide. Just under 1,600 residents were added between 2000 and 2005, an increase of 0.4 percent. The county's population growth rate is expected to pick up quickly after 2005, with a more rapid economic expansion and improving job prospects, and grow relatively strongly in each five-year interval across the projection period to add of about 47,330 new residents from 2005 through 2030, a gain of 11.8 percent (Table 2-16).

Table 2-16. Mobile County population and economic projections

	<u>2000</u>	<u>2005</u>	<u>2010</u>	<u>2015</u>	<u>2020</u>	<u>2025</u>	<u>2030</u>
Population	399,843	401,427	410,846	420,469	430,276	439,877	448,759
Change		1,584	9,419	9,623	9,807	9,601	8,882
Percent change		0.4	2.3	2.3	2.3	2.2	2.0
Real Output (\$, Millions 1996)							
Total	6,500	7,175	8,190	9,206	10,392	11,658	13,054
Manufacturing	930	972	1,111	1,251	1,400	1,553	1,713
Mining	55	49	52	50	50	50	50
Construction	584	633	725	811	933	1,102	1,331
Trade	1,084	1,221	1,364	1,510	1,679	1,866	2,073
Services	1,859	2,144	2,560	2,978	3,464	3,976	4,508
FIRE	347	387	464	564	682	781	875
TCPU	523	578	596	636	680	728	779
Government	1,083	1,153	1,275	1,361	1,457	1,551	1,671
AFFF	36	38	41	45	48	51	54
Wage & salary employment (jobs)							
Total	219,105	231,362	254,171	276,987	303,985	333,359	365,890
Manufacturing	20,306	18,346	19,193	20,060	21,133	22,335	23,686
Mining	918	853	899	871	865	870	869
Construction	18,951	20,122	22,193	24,133	26,863	30,658	35,806
Trade	49,437	52,657	57,238	61,894	67,279	73,252	79,835
Services	69,201	76,577	88,528	100,541	114,529	129,246	144,549
FIRE	13,484	13,957	14,748	15,768	16,981	17,993	18,958
TCPU	13,263	14,366	14,772	15,625	16,583	17,622	18,725
Government	30,849	31,936	34,012	35,468	37,084	38,677	40,716
AFFF	2,696	2,547	2,587	2,627	2,667	2,707	2,747

Note: Acronyms are for Finance, Insurance, and Real Estate (FIRE); Transportation, Communications, and Public Utilities (TCPU); and Agricultural, Forestry, Fisheries, and Farming Services (AFFF).

Source: Global Insight and Center for Business and Economic Research, The University of Alabama.

Economic output in Mobile County is forecasted to rise from \$7.2 billion in 2005 to \$13.1 billion in 2030, a roughly 82 percent increase. Over this same time period, jobs should rise 58 percent, from 231,360 to 365,890. Services, retail and wholesale trade, and government will continue to be the major employers in the county. Employment in services is estimated to increase from 76,577 in 2005 (a 33 percent share) to 144,549 in 2030, with real output of the sector rising from \$2.1 billion to \$4.5 billion. The retail and wholesale trade sector will also gain a significant number of jobs; its payroll employment is estimated to increase from 52,657 to 79,835, as output rises from \$1.2 billion to \$2.1 billion. With the recent surge in construction-related projects in the county, construction payrolls will increase from 20,122 to 35,806 by 2030 and the sector's output will rise from \$633 million in 2005 to \$1.3 billion. Manufacturing accounted for 13.5 percent of the county's output and

7.8 percent of its jobs in 2005. By 2030, manufacturing output will have grown 76 percent from \$972 million to \$1.7 billion. However, employment in these industries will only increase by 29 percent, rising from 18,346 to 23,686. With an increase in activity related to shipbuilding and aerospace industries and growing tourism, the prospects for economic growth in Mobile County look promising.

Monroe County

Monroe County's population declined between 2000 and 2005, with the loss of almost 600 residents. However, population growth is expected to pick up after 2005 as the county's economy strengthens and job prospects improve. As shown in Table 2-17, Monroe County is expected to gain about 825 residents between 2005 and 2030, an increase of 3.5 percent.

Table 2-17. Monroe County population and economic projections

	<u>2000</u>	<u>2005</u>	<u>2010</u>	<u>2015</u>	<u>2020</u>	<u>2025</u>	<u>2030</u>
Population	24,324	23,733	23,858	24,019	24,197	24,381	24,556
Change		-591	125	161	178	184	175
Percent change		-2.4	0.5	0.7	0.7	0.8	0.7
Real Output (\$, Millions 1996)							
Total	348	377	422	471	533	610	701
Manufacturing	173	185	204	228	260	302	356
Mining	n.a.	n.a.	1	0	0	0	0
Construction	5	6	7	8	9	10	11
Trade	36	39	44	48	53	59	66
Services	37	43	51	59	69	79	89
FIRE	7	7	9	10	11	13	14
TCPU	43	45	50	58	68	81	95
Government	48	50	54	56	59	62	66
AFFF	n.a.	2	2	3	3	3	3
Wage & salary employment (jobs)							
Total	11,652	12,088	13,110	14,234	15,653	17,352	19,353
Manufacturing	4,130	4,101	4,453	4,887	5,479	6,259	7,257
Mining	n.a.	n.a.	17	11	10	11	11
Construction	287	282	304	327	350	373	396
Trade	2,035	2,085	2,169	2,253	2,351	2,460	2,580
Services	1,959	2,130	2,420	2,712	3,052	3,409	3,780
FIRE	371	367	400	434	473	514	556
TCPU	1,161	1,254	1,402	1,606	1,874	2,198	2,567
Government	1,709	1,733	1,804	1,853	1,904	1,955	2,019
AFFF	n.a.	136	140	151	162	174	187

Note: Acronyms are for Finance, Insurance, and Real Estate (FIRE); Transportation, Communications, and Public Utilities (TCPU); and Agricultural, Forestry, Fisheries, and Farming Services (AFFF).

Source: Global Insight and Center for Business and Economic Research, The University of Alabama.

Total real output for Monroe County is forecasted to increase from \$377 million in 2005 to \$701 million in 2030, while the number of jobs rises from 12,082 to 19,353. Manufacturing dominates the county economy, accounting for about 49 percent of output and 34 percent of jobs. The sector's output will increase from \$185 million in 2005 to \$356 million by 2030, a gain of 92 percent, while its payroll employment rises by a smaller 76 percent to 7,257. Other large employers in the county include the services sector, retail and wholesale trade, and the government sector. Services

payroll employment will increase from 2,130 in 2005 to 3,780 in 2030, a gain of 77 percent, and the sector's economic output will rise from \$43 million to \$89 million. The trade sector is not estimated to grow as fast as services. Economic output produced by retail and wholesale trade businesses will rise to \$66 million from a 2005 level of \$39 million. Employment in trade will increase from 2,085 to 2,580, up 23.7 percent.

Perry County

Perry County has seen its population decline markedly in recent decades. A drop of 4.1 percent (almost 500 residents) between 2000 and 2005 paralleled a weak economy and job losses over the same period. The county's population decline is expected to subside between 2005 and 2010 (Table 2-18) and growth should resume after 2010 and strengthen slightly for the rest of the projection period. From 2005 through 2030, Perry County is expected to add 465 residents, a 4.1 percent gain.

Table 2-18. Perry County population and economic projections

	<u>2000</u>	<u>2005</u>	<u>2010</u>	<u>2015</u>	<u>2020</u>	<u>2025</u>	<u>2030</u>
Population	11,861	11,371	11,303	11,342	11,457	11,623	11,836
Change		-490	-68	39	115	166	213
Percent change		-4.1	-0.6	0.3	1.0	1.4	1.8
Real Output (\$, Millions 1996)							
Total	74	75	78	82	88	96	106
Manufacturing	22	20	19	18	20	23	27
Mining	0	0	0	0	0	0	0
Construction	2	2	3	3	3	4	5
Trade	6	7	8	8	9	9	9
Services	17	19	22	24	27	30	33
FIRE	2	2	2	3	3	3	3
TCPU	3	3	3	3	3	3	3
Government	20	21	22	22	23	23	24
AFFF	1	1	1	1	1	1	1
Wage & salary employment (jobs)							
Total	3,572	3,455	3,564	3,704	3,849	4,095	3,983
Manufacturing	881	773	708	686	647	697	380
Mining	0	0	0	0	0	0	0
Construction	120	115	126	136	149	167	185
Trade	510	549	576	600	622	644	666
Services	1,084	1,160	1,269	1,379	1,506	1,640	1,780
FIRE	115	111	113	115	117	119	121
TCPU	90	89	91	93	97	101	106
Government	724	612	632	645	660	674	692
AFFF	48	47	49	51	52	53	54

Note: Acronyms are for Finance, Insurance, and Real Estate (FIRE); Transportation, Communications, and Public Utilities (TCPU); and Agricultural, Forestry, Fisheries, and Farming Services (AFFF).

Source: Global Insight and Center for Business and Economic Research, The University of Alabama.

The value of goods and services produced in Perry County totaled \$75 million in 2005 and will rise to \$106 million by 2030. Payroll employment, which was 3,455 in 2005, will increase by about 15 percent to reach 3,983 by 2030. The largest employers in the county include services-related businesses, followed by manufacturing, government, and retail and wholesale trade establishments. In 2005, manufacturing industries produced slightly more output (\$20 million) than services

(\$19 million). However, by 2030 services sector share of county output will be 31 percent (with \$33 million) and manufacturing industries will contribute a lesser 25 percent with \$27 million. Although manufacturing output will rise across the forecast period of 2005 to 2030, employment in the sector will continue to decline. Payrolls in manufacturing will drop from 773 in 2005 to 380 by 2030, while jobs in services increase from 1,160 to 1,780.

Pickens County

After posting a modest population gain during the 1990s, Pickens County saw its population decline between 2000 and 2005, with the loss of an estimated 770 residents, a decrease of 3.7 percent. Table 2-19 shows that population growth is expected to resume after 2005 and strengthen across the projection period as steady job growth continues. The county should add about 1,360 residents between 2005 and 2030, an increase of 6.7 percent.

Table 2-19. Pickens County population and economic projections

	<u>2000</u>	<u>2005</u>	<u>2010</u>	<u>2015</u>	<u>2020</u>	<u>2025</u>	<u>2030</u>
Population	20,949	20,178	20,413	20,674	20,949	21,243	21,536
Change		-771	235	261	275	294	293
Percent change		-3.7	1.2	1.3	1.3	1.4	1.4
Real Output (\$, Millions 1996)							
Total	130	146	159	175	192	209	227
Manufacturing	34	35	38	40	43	46	49
Mining	n.a.	2	2	2	2	2	3
Construction	7	7	7	6	6	6	6
Trade	16	15	16	17	17	18	18
Services	31	34	41	47	55	63	71
FIRE	6	6	8	10	12	14	16
TCPU	n.a.	7	7	7	8	8	8
Government	32	33	34	36	37	38	39
AFFF	4	6	7	9	12	14	17
Wage & salary employment (jobs)							
Total	5,763	6,064	6,424	6,834	7,293	7,732	8,176
Manufacturing	1,127	1,125	1,177	1,244	1,311	1,377	1,442
Mining	n.a.	43	47	51	55	59	63
Construction	340	301	280	276	273	272	269
Trade	993	1,003	1,027	1,049	1,064	1,082	1,101
Services	1,654	1,726	1,902	2,079	2,284	2,501	2,725
FIRE	331	337	407	512	639	731	812
TCPU	n.a.	206	215	225	235	244	254
Government	1,147	1,169	1,207	1,232	1,259	1,286	1,320
AFFF	171	159	170	176	184	194	204

Note: Acronyms are for Finance, Insurance, and Real Estate (FIRE); Transportation, Communications, and Public Utilities (TCPU); and Agricultural, Forestry, Fisheries, and Farming Services (AFFF).

Source: Global Insight and Center for Business and Economic Research, The University of Alabama.

Total economic output in Pickens County is forecasted to increase from \$146 million in 2005 to \$227 million by 2030, a gain of 55.5 percent. Over the same period, payroll employment will rise from 6,064 to 8,176, for an increase of 34.8 percent. The three largest employers in the county are services, government, and manufacturing sectors. Economic output produced by manufacturers will rise from \$35 million in 2005 to \$49 million in 2030, while jobs increase from 1,125 to 1,442. The

fastest growing sector is expected to be services, which includes health and other social care and assistance services. Payrolls in the overall services sector will increase from 1,726 in 2005 to 2,725 by 2030, while economic output rises from \$34 million to \$71 million. Although relatively small, Pickens County's finance, insurance, and real estate sector is expected to post strong gains in output and employment between 2005 and 2030.

Sumter County

Sumter County has lost a substantial share of its population since 1990, with declines of 8.5 percent in the 1990s and 6.6 percent between 2000 and 2005. A lack of job opportunities for the county's young adults has been a major factor in the population out-migration. Population projections have this trend abating between 2005 and 2015, with modest growth after 2015 (Table 2-20). From 2005 through 2030, Sumter County is expected to add only about 90 residents, an increase of 0.6 percent.

Table 2-20. Sumter County population and economic projections

	<u>2000</u>	<u>2005</u>	<u>2010</u>	<u>2015</u>	<u>2020</u>	<u>2025</u>	<u>2030</u>
Population	14,789	13,819	13,685	13,677	13,729	13,812	13,906
Change		-970	-134	-8	52	83	94
Percent change		-6.6	-1.0	-0.1	0.4	0.6	0.7
Real Output (\$, Millions 1996)							
Total	123	123	136	146	159	180	194
Manufacturing	26	19	19	18	16	16	14
Mining	0	0	0	0	0	0	0
Construction	3	3	3	1	1	1	1
Trade	15	15	16	17	17	18	19
Services	24	26	31	35	41	48	54
FIRE	n.a.	1	1	1	1	1	1
TCPU	15	13	17	22	28	37	44
Government	41	45	49	51	54	57	60
AFFF	n.a.	1	1	1	1	1	1
Wage & salary employment (jobs)							
Total	5,330	5,504	6,057	6,455	7,012	7,854	8,339
Manufacturing	953	723	717	689	629	615	559
Mining	n.a.	1	1	1	1	1	1
Construction	137	138	133	101	98	94	98
Trade	1,055	1,050	1,085	1,112	1,151	1,207	1,246
Services	1,249	1,514	1,934	2,294	2,743	3,339	3,779
FIRE	n.a.	78	77	75	75	74	75
TCPU	400	362	407	429	501	642	639
Government	1,536	1,591	1,654	1,705	1,761	1,829	1,889
AFFF	n.a.	48	48	51	53	55	58

Note: Acronyms are for Finance, Insurance, and Real Estate (FIRE); Transportation, Communications, and Public Utilities (TCPU); and Agricultural, Forestry, Fisheries, and Farming Services (AFFF).

Source: Global Insight and Center for Business and Economic Research, The University of Alabama.

Sumter County real output will rise by 57.7 percent from \$123 million in 2005 to \$194 million in 2030, while payroll employment increases from 5,504 to 8,339, a gain of 51.5 percent. Currently the government sector is the largest employer in the county, followed by services, retail and wholesale trade, and manufacturing. The government sector—which employed 1,591 workers to produce real output of \$45 million in 2005—is expected to have 1,889 jobs and real output of \$60 million by

2030. Based on current trends and recent history, Sumter County's manufacturing sector output and jobs will decline over the forecast period, from \$19 million to \$14 million and from 723 to 559, respectively. The fastest growing segment of the economy will be the services sector whose output will rise 107.7 percent from \$26 million in 2005 to \$54 million in 2030, with jobs rising about 150 percent from 1,514 to 3,779. The fastest growing services are expected to be health care-related, including social assistance and other social services.

Tuscaloosa County

Tuscaloosa County added over 4,000 residents between 2000 and 2005 for a gain of 2.4 percent. As shown in Table 2-21, population growth in the county is expected to pick up considerably from 2005 to 2010 and remain above trend through 2015 as The University of Alabama completes its plan to substantially grow its student body. Students at the university are counted as residents of Tuscaloosa County either in their dormitories or at homes or apartments in the county. From 2005 to 2030, the county is expected to gain about 35,790 new residents, an increase of 21.2 percent.

Table 2-21. Tuscaloosa County population and economic projections

	<u>2000</u>	<u>2005</u>	<u>2010</u>	<u>2015</u>	<u>2020</u>	<u>2025</u>	<u>2030</u>
Population	164,875	168,908	181,387	189,007	194,573	199,873	204,700
Change		4,033	12,479	7,620	5,566	5,300	4,827
Percent change		2.4	7.4	4.2	2.9	2.7	2.4
Real Output (\$, Millions 1996)							
Total	2,901	3,114	3,595	4,056	4,632	5,316	6,135
Manufacturing	662	674	785	921	1,107	1,353	1,667
Mining	154	130	150	145	144	145	145
Construction	220	214	273	322	391	487	618
Trade	374	428	500	573	657	750	853
Services	539	630	755	882	1,028	1,183	1,343
FIRE	100	115	133	152	174	197	221
TCPU	111	116	122	133	146	161	178
Government	727	789	859	908	963	1,016	1,085
AFFF	15	17	18	20	21	24	26
Wage & salary employment (jobs)							
Total	94,809	96,110	108,550	120,691	135,541	152,693	171,449
Manufacturing	13,734	12,215	13,201	14,531	16,527	19,321	21,831
Mining	2,489	2,179	2,407	2,351	2,339	2,349	2,348
Construction	7,174	6,970	8,399	9,598	11,285	13,629	16,810
Trade	21,083	21,556	25,633	29,777	34,570	39,886	45,746
Services	20,709	22,395	26,581	30,788	35,687	40,841	46,200
FIRE	4,533	4,605	4,706	4,808	4,926	5,050	5,179
TCPU	3,131	3,198	3,366	3,664	4,018	4,420	4,860
Government	21,115	22,150	23,397	24,272	25,245	26,203	27,431
AFFF	841	842	860	903	945	993	1,044

Note: Acronyms are for Finance, Insurance, and Real Estate (FIRE); Transportation, Communications, and Public Utilities (TCPU); and Agricultural, Forestry, Fisheries, and Farming Services (AFFF).

Source: Global Insight and Center for Business and Economic Research, The University of Alabama.

The county has enjoyed relatively healthy growth over the past decade or so. Economic output in Tuscaloosa County is forecasted to increase from \$3.1 billion in 2005 to \$6.1 billion by 2030, an increase of almost 97 percent. Payroll employment will rise from 96,110 in 2005 to 171,449 by 2030, up 78.4 percent. Tuscaloosa County has seen significant growth in its industrial base, primarily due to increased automotive and related production within the county and in surrounding counties. Manufacturing payrolls will increase from 12,215 in 2005 to 21,831 in 2030, while the sector's output rises from \$674 million to \$1.7 billion.

The largest employer in the county is the services sector, followed by government, retail and wholesale trade, and manufacturing. Services, with 22,395 jobs (a 24 percent county share) in 2005, is expected to have over 46,000 jobs by 2030 while its output rises from \$630 million to \$1.3 billion. Government was the second largest employer in Tuscaloosa County in 2005 with 22,150 workers. However, relatively slow employment growth will bring this total to just 27,431 by 2030, while the sector's output goes from \$789 million to \$1.1 billion. Retail and wholesale trade is another important sector; however, earnings of workers in retailing are much lower than those in manufacturing or services-related establishments. The sector accounted for 22 percent of jobs and approximately 14 percent of county output in 2005. Trade sector jobs are forecasted to increase from 21,556 in 2005 to 45,746 in 2030, while output rises from \$428 million to \$853 million. Trade will pass government as the second largest employment sector in Tuscaloosa County by 2010.

Washington County

Washington County saw a moderate population gain in the 1990s give way to a modest loss between 2000 and 2005. As seen in Table 2-22, population growth should pick up fairly strongly between 2005 and 2010. Gains will continue throughout the projection period, although the rate of population growth will slow. Between 2005 and 2030, Washington County is expected to add about 1,750 residents, for an increase of 9.8 percent.

Manufacturing is the largest sector in Washington County's economy, accounting for 54 percent of economic output and 32 percent of employment. Real output in the county totaled \$241 million in 2005 and will rise to \$367 million by 2030, while the total number of jobs will increase from 6,259 to 8,329. Total economic output produced by manufacturing industries in the county was \$130 million in 2005; this will rise to \$204 million in 2030, for an increase of almost 57 percent. Over the same period, employment in manufacturing will increase from 2,026 to 2,900. Other large sectors in the county include government, services, transportation, communication and public utilities (TCPU), and construction. Retail and wholesale trade, with \$9 million in economic output and 530 workers, only accounted for 3.7 percent of total output and 8.4 percent of total employment in 2005. Proximity to Mobile and Baldwin counties could be the reason for the unusually small trade sector in Washington County. Total real output of the county's government sector was \$30.2 million in 2005 and will increase to \$39 million by 2030; government employment is expected to rise from 1,164 to 1,390 over the 25-year period. Services employed only 950 in Washington County in 2005; the number of services jobs will increase to 1,340 by 2030, while output rises from \$18 million to \$34 million. Surprisingly, in 2005 construction held an unusually large share of the county's economy, with 774 jobs and \$28 million in output. However, little growth is expected in the construction sector through 2030. Total real output produced by the TCPU sector will increase from \$20 million in 2005 to \$32 million by 2030, with employment rising from about 500 to 767.

Table 2-22. Washington County population and economic projections

	<u>2000</u>	<u>2005</u>	<u>2010</u>	<u>2015</u>	<u>2020</u>	<u>2025</u>	<u>2030</u>
Population	18,097	17,773	18,251	18,647	18,990	19,278	19,520
Change		-324	478	396	343	288	242
Percent change		-1.8	2.7	2.2	1.8	1.5	1.3
Real Output (\$, Millions 1996)							
Total	233	241	256	277	302	332	367
Manufacturing	128	130	138	148	162	180	204
Mining	0	0	0	0	0	0	0
Construction	27	28	26	27	27	28	29
Trade	8	9	9	10	10	11	11
Services	16	18	21	24	27	31	34
FIRE	4	5	6	8	11	13	15
TCPU	20	20	21	23	26	29	32
Government	29	30	32	34	35	37	39
AFFF	n.a.	1	1	2	2	2	3
Wage & salary employment (jobs)							
Total	6,137	6,259	6,524	6,887	7,336	7,793	8,329
Manufacturing	2,081	2,026	2,124	2,244	2,408	2,624	2,900
Mining	n.a.	6	10	9	9	9	9
Construction	758	774	734	749	758	771	783
Trade	552	531	536	542	548	553	559
Services	907	951	1,019	1,088	1,168	1,252	1,340
FIRE	218	215	256	318	392	446	494
TCPU	487	490	514	567	634	703	767
Government	1,134	1,164	1,221	1,259	1,300	1,340	1,391
AFFF	n.a.	101	109	111	119	92	78

Note: Acronyms are for Finance, Insurance, and Real Estate (FIRE); Transportation, Communications, and Public Utilities (TCPU); and Agricultural, Forestry, Fisheries, and Farming Services (AFFF).

Source: Global Insight and Center for Business and Economic Research, The University of Alabama.

Wilcox County

Wilcox County saw its population decline modestly between 2000 and 2005. As shown in Table 2-23, population losses should subside by 2010, with slight growth picking up through 2030. From 2005 through 2030, the county is expected to add about 50 residents, an increase of 0.4 percent.

In 2005, economic output produced in Wilcox County totaled \$136 million with total payroll employment of 4,461. The county's economic output is estimated to increase by 57 percent to \$214 million by 2030, with the number of jobs rising 34 percent to 5,962. Manufacturing is the largest sector, followed by government. In 2005 manufacturing industries had an economic output of \$60 million and accounted for 46 percent of the county's total output; output from manufacturing will increase to slightly over \$100 million by 2030. These industries had 1,187 jobs in 2005, an almost 27 percent county share; the number of manufacturing jobs is estimated to increase to 1,683 by 2030. Output in the government sector is expected to rise from \$31 million in 2005 to \$44 million by 2030, while jobs in the sector increase from 1,058 to 1,208. The services sector produced output valued at \$13 million in 2005; this figure is expected to rise to \$25 million by 2030. Jobs in services should increase from 860 in 2005 to about 1,200 in 2030. Trade employed about 660 of Wilcox County's workers in 2005, amounting to a below-average 14.8 percent of the total.

Table 2-23. Wilcox County population and economic projections

	<u>2000</u>	<u>2005</u>	<u>2010</u>	<u>2015</u>	<u>2020</u>	<u>2025</u>	<u>2030</u>
Population	13,183	12,937	12,888	12,893	12,913	12,947	12,991
Change		-246	-49	5	20	34	44
Percent change		-1.9	-0.4	0.0	0.2	0.3	0.3
Real Output (\$, Millions 1996)							
Total	143	136	148	160	175	193	214
Manufacturing	70	60	65	71	78	88	101
Mining	0	0	0	0	0	0	0
Construction	6	6	6	6	6	7	7
Trade	11	11	11	11	11	11	11
Services	12	13	15	17	20	22	25
FIRE	3	3	3	3	4	4	4
TCPU	7	7	7	8	8	9	9
Government	30	31	35	37	39	41	44
AFFF	5	6	6	8	9	10	12
Wage & salary employment (jobs)							
Total	4,475	4,469	4,701	4,958	5,253	5,584	5,963
Manufacturing	1,244	1,187	1,242	1,311	1,404	1,526	1,683
Mining	0	0	0	0	0	0	0
Construction	235	243	296	348	401	455	510
Trade	680	661	671	681	691	701	712
Services	854	861	920	980	1,049	1,122	1,199
FIRE	147	147	151	158	165	171	176
TCPU	179	178	182	191	203	216	227
Government	1,026	1,058	1,095	1,121	1,148	1,174	1,208
AFFF	110	134	144	168	192	219	248

Note: Acronyms are for Finance, Insurance, and Real Estate (FIRE); Transportation, Communications, and Public Utilities (TCPU); and Agricultural, Forestry, Fisheries, and Farming Services (AFFF).

Source: Global Insight and Center for Business and Economic Research, The University of Alabama.

Winston County

While Winston County's population grew faster than the state's during the 1990s, a contraction in the county's economy between 2000 and 2005 was coupled with a modest population decline. As shown in Table 2-24, population growth is expected to pick back up fairly strongly between 2005 and 2010. Gains will continue through 2030, although the rate of increase will slow. From 2005 to 2030, Winston County is projected to add about 3,060 residents, a gain of 12.5 percent.

The county's total economic output amounted to \$273 million in 2005 and will rise to \$482 million by 2030, while total payroll employment increases from 12,487 to 18,242. Manufacturing is the largest sector, accounting for almost 41 percent of total economic output and 39 percent of total payroll employment. Other large sectors include government, retail and wholesale trade, and services. Real output of the manufacturing sector is forecasted to increase from \$112 million in 2005 to \$216 million by 2030, while total payrolls in these industries rise from 4,908 to 8,276. Services is expected to be the fastest growing sector, with employment increasing from 2,219 in 2005 to 3,168 by 2030 and economic output rising from \$38 million to \$77 million, an increase of almost 103 percent. Retail and wholesale trade establishments in the county had real output totaling \$39 million in 2005; output will increase to \$75 million by 2030. Payroll employment in trade is forecasted to rise from 2,261 in 2005 to 3,038 in 2030. Winston County's government sector is not

expected to show much growth. Total economic output from government entities will increase from \$38 million in 2005 to \$47 million in 2030, while the number of government jobs is expected to rise from 1,342 to 1,550.

Table 2-24. Winston County population and economic projections

	2000	2005	2010	2015	2020	2025	2030
Population	24,843	24,498	25,518	26,313	26,910	27,320	27,562
Change		-345	1,020	795	597	410	242
Percent change		-1.4	4.2	3.1	2.3	1.5	0.9
Real Output (\$, Millions 1996)							
Total	283	273	290	315	355	409	482
Manufacturing	138	112	113	119	138	170	218
Mining	n.a.	5	5	5	5	5	5
Construction	9	11	10	11	11	11	11
Trade	37	39	45	51	58	66	75
Services	34	38	45	52	60	68	77
FIRE	8	8	10	11	12	14	16
TCPU	21	22	23	24	26	28	30
Government	36	38	40	42	43	45	47
AFFF	n.a.	0	0	1	1	1	1
Wage & salary employment (jobs)							
Total	12,713	12,487	12,900	13,540	14,607	16,149	18,242
Manufacturing	5,432	4,908	4,932	5,147	5,729	6,750	8,276
Mining	n.a.	102	103	103	103	103	103
Construction	516	541	520	528	533	540	546
Trade	2,273	2,261	2,392	2,525	2,679	2,850	3,038
Services	2,144	2,219	2,386	2,554	2,749	2,955	3,168
FIRE	369	377	412	448	489	533	590
TCPU	675	690	709	748	793	841	892
Government	1,304	1,342	1,395	1,431	1,469	1,507	1,550
AFFF	n.a.	47	50	56	63	71	79

Note: Acronyms are for Finance, Insurance, and Real Estate (FIRE); Transportation, Communications, and Public Utilities (TCPU); and Agricultural, Forestry, Fisheries, and Farming Services (AFFF).

Source: Global Insight and Center for Business and Economic Research, The University of Alabama.

Chapter 3. Damage Assessment and Impacts

Damage Assessments

Damage assessments due to Hurricane Katrina are presented in detail in Table 3-1 and total damage costs are in Figure 3.1. The total damage of \$139.7 million is less than 0.1 percent of the \$151.6 billion Alabama gross state product (GSP) in 2005. Debris clearance totaled \$61.4 million, 44 percent of the total. Buildings and equipment damage was \$30.7 million, followed by \$26.8 million for utilities and \$5.8 million in road system damage. By county, Hurricane Katrina damage ranged from \$71,250 for Wilcox to \$81.3 million for Mobile. About 86 percent of the damage assessed was in Baldwin and Mobile counties; Mobile's \$81.3 million is followed by Baldwin's \$38.3 million. The remaining 22 counties had total damage of \$20 million.

It is important to note that the distribution of damage varies by county. For example, debris clearance accounted for more than half of Mobile County damage, followed by buildings and equipment at 35 percent. Damage to utility systems was more than a third of the total for Baldwin County, but just about 3 percent for Mobile County. Also, the other 22 counties had no water control damage. Anecdotal evidence suggests that Mobile County may have built more hazard resistant utility systems in response to past storms. This indicates that Baldwin County might take a similar approach to minimize future damage to utility systems in the county. Similarly, just restoring or replacing equipment and buildings may not be enough to mitigate future hazards, complete redesign and construction may be warranted. If buildings and equipment are built to hazard resistant standards, physical damage and debris clearance damage costs will be reduced.

Damage Economic and Fiscal Impacts

Because of the role of damage categories in the economy of counties, the impact of the damage goes beyond the direct assessments made. There are indirect costs associated that need estimation to gauge the full impact of damage on Alabama and the 24 counties. Economic and fiscal impacts of the assessed damage were estimated using a model that is based on the Regional Input-Output Modeling System (RIMS II) software developed by the U.S. Department of Commerce, Bureau of Economic Analysis. RIMS II uses the Input-Output (I-O) modeling framework to estimate impacts. The impact estimation methodology is detailed in the Appendix.

The economic impacts of Hurricane Katrina damage in Alabama are presented in Table 3-2 and Figure 3.2. Fiscal impacts are also contained in Table 3-2. RIMS II multipliers for the waste management and remediation services and construction industries were used to determine the impacts. Fiscal impacts were derived from the earnings impacts. Not all of the earnings impact is taxable; expenditures on sales taxable items constitute 42.4 percent of total household earnings and state taxable income is about 74 percent of earnings. The state income tax rate is 5.0 percent on net income. The first \$500 and next \$2,500 are taxed at 2.0 percent and 4.0 percent, respectively, for single persons, head of family, and married persons filing separately. For married persons filing joint returns the first \$1,000 and the next \$5,000 are taxed at 2.0 percent and 4.0 percent, respectively. Excess net income is taxed at the 5.0 percent rate. Corporations pay at a 6.5 percent rate. The state sales tax rate is 4.0 percent. Local (combined county and city) sales tax rates vary among the 24 Alabama counties so three levels—minimum, maximum, and most likely—are presented.

Table 3-1. Hurricane Katrina Damage to Alabama Counties

County	Population	Category A Debris Clearance	Category B Protective Measures	Category C Road System	Category D Water Control	Category E Buildings & Equipment	Category F Utility Systems	Category G Other	Total Estimated Damage	\$ Per Capita
Baldwin	140,415	\$11,324,500.00	\$1,255,500.00	\$2,705,000.00	\$450,000.00	\$1,296,000.00	\$13,100,756.00	\$8,218,000.00	\$38,349,756.00	\$273.12
Bibb	20,826	\$36,000.00	\$37,000.00						\$73,000.00	\$3.51
Choctaw	15,922	\$300,000.00	\$10,000.00			\$3,000.00	\$848,000.00	\$0.00	\$1,161,000.00	\$72.92
Clarke	27,867	\$124,500.00	\$33,500.00	\$4,500.00		\$59,500.00	\$1,532,500.00		\$1,754,500.00	\$62.96
Colbert	54,531	\$117,360.00	\$9,198.00	\$1,000.00		\$5,000.00	\$185,167.00	\$0.00	\$317,725.00	\$5.83
Cullman	78,270	\$9,936.00	\$0.00	\$1,058.00		\$0.00	\$465,000.00		\$475,994.00	\$6.08
Dallas	44,977	\$39,000.00	\$14,000.00	\$5,000.00		\$1,000.00	\$13,000.00		\$72,000.00	\$1.60
Greene	9,974	\$139,500.00	\$35,000.00				\$487,500.00		\$662,000.00	\$66.37
Hale	17,185	\$112,500.00	\$9,500.00				\$487,500.00		\$609,500.00	\$35.47
Jefferson	662,047	\$1,949,977.00	\$249,100.00	\$13,000.00		\$9,000.00	\$31,000.00	\$1,150.00	\$2,253,227.00	\$3.40
Lamar	15,146	\$20,000.00	\$5,000.00	\$5,000.00		\$5,000.00	\$600,000.00	\$5,000.00	\$640,000.00	\$42.26
Lauderdale	86,968	\$210,000.00	\$23,000.00	\$1,000.00		\$0.00	\$280,000.00	\$0.00	\$514,000.00	\$5.91
Madison	289,662	\$180,000.00	\$27,240.00	\$0.00		\$10,000.00	\$100,000.00	\$10,000.00	\$327,240.00	\$1.13
Marengo	22,539	\$175,000.00	\$33,000.00	\$0.00		\$28,000.00	\$600,000.00		\$836,000.00	\$37.09
Marion	30,182	\$92,000.00	\$27,000.00	\$26,000.00		\$5,000.00	\$806,000.00	\$4,500.00	\$960,500.00	\$31.82
Mobile	399,843	\$43,000,000.00	\$3,157,500.00	\$2,950,312.00	\$150,000.00	\$28,791,100.00	\$2,675,000.00	\$607,300.00	\$81,331,212.00	\$203.41
Monroe	24,324		\$28,500.00				\$849,857.00		\$878,357.00	\$36.11
Perry	11,861	\$55,000.00	\$21,000.00	\$25,500.00	\$0.00	\$32,600.00	\$271,000.00	\$1,000.00	\$406,100.00	\$34.24
Pickens	20,949	\$20,000.00	\$5,000.00	\$5,000.00	\$0.00	\$5,000.00	\$65,000.00	\$5,000.00	\$105,000.00	\$5.01
Sumter	14,798	\$1,244,000.00	\$86,000.00	\$39,200.00	\$0.00	\$0.00	\$372,000.00	\$0.00	\$1,741,200.00	\$117.66
Tuscaloosa	164,875	\$1,386,500.00	\$121,668.00	\$65,000.00	\$0.00	\$10,000.00	\$284,500.00	\$40,000.00	\$1,907,668.00	\$11.57
Washington	18,097	\$850,000.00	\$165,000.00	\$0.00	\$0.00	\$134,000.00	\$2,615,000.00	\$5,000.00	\$3,769,000.00	\$208.27
Wilcox	13,183	\$34,000.00	\$6,000.00				\$31,250.00		\$71,250.00	\$5.40
Winston	24,620	\$25,000.00	\$78,000.00	\$0.00	\$0.00	\$300,000.00	\$90,000.00	\$0.00	\$493,000.00	\$20.02
TOTAL	2,209,061	\$61,444,773.00	\$5,436,706.00	\$5,846,570.00	\$600,000.00	\$30,694,200.00	\$26,790,030.00	\$8,896,950.00	\$139,709,229.00	\$63.24

Source: Alabama Emergency Management Agency.

Figure 3.1 Katrina Damage Assessed



Sources: U.S. Census Bureau TIGER Line Files and the Alabama Department of Economic and Community Affairs.
Map produced by the Center for Business and Economic Research, The University of Alabama.

Table 3-1. Economic Impacts of Katrina Damage Assessments

County	WMRS Economic Impacts			County	Construction Economic Impacts		
	Output	Earnings	Employment (Jobs)		Output	Earnings	Employment (Jobs)
Baldwin	\$23,198,238	\$6,431,184	205		\$62,052,690	\$20,593,245	642
Bibb	\$73,746	\$20,444	1		\$84,956	\$28,194	1
Choctaw	\$614,550	\$170,370	5		\$1,976,942	\$656,082	20
Clarke	\$255,038	\$70,704	2		\$3,742,643	\$1,242,060	39
Colbert	\$240,412	\$66,649	2		\$460,058	\$152,678	5
Cullman	\$20,354	\$5,643	0		\$1,070,116	\$355,136	11
Dallas	\$79,892	\$22,148	1		\$75,771	\$25,146	1
Greene	\$285,766	\$79,222	3		\$1,199,712	\$398,145	12
Hale	\$230,456	\$63,889	2		\$1,141,162	\$378,714	12
Jefferson	\$3,994,528	\$1,107,392	35		\$696,292	\$231,077	7
Lamar	\$40,970	\$11,358	0		\$1,423,582	\$472,440	15
Lauderdale	\$430,185	\$119,259	4		\$698,014	\$231,648	7
Madison	\$368,730	\$102,222	3		\$338,078	\$112,197	4
Marengo	\$358,488	\$99,383	3		\$1,517,722	\$503,682	16
Marion	\$188,462	\$52,247	2		\$1,994,163	\$661,797	21
Mobile	\$88,085,500	\$24,419,700	778		\$88,012,296	\$29,208,384	911
Monroe	\$0	\$0	-		\$2,016,796	\$669,308	21
Perry	\$112,668	\$31,235	1		\$806,161	\$267,538	8
Pickens	\$40,970	\$11,358	0		\$195,169	\$64,770	2
Sumter	\$2,548,334	\$706,468	23		\$1,141,621	\$378,866	12
Tuscaloosa	\$2,840,245	\$787,393	25		\$1,196,654	\$397,130	12
Washington	\$1,741,225	\$482,715	15		\$6,702,316	\$2,224,278	69
Wilcox	\$69,649	\$19,309	1		\$85,530	\$28,385	1
Winston	\$51,213	\$14,198	0		\$1,074,575	\$356,616	11
Total	\$125,869,617	\$34,894,487	1,111		\$179,703,017	\$59,637,515	1,861

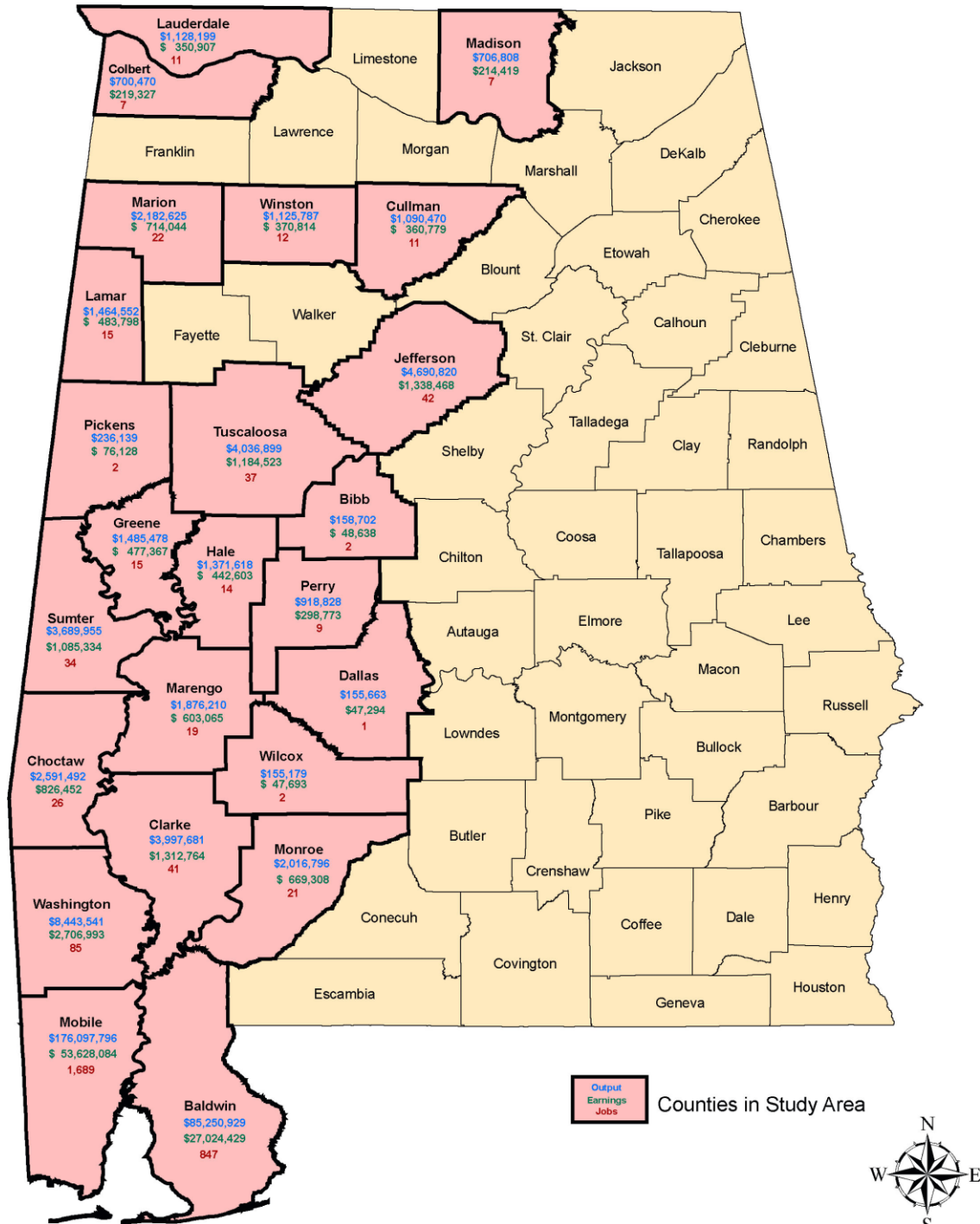
Source: Center for Business and Economic Research, The University of Alabama.

Table 3-1. Economic Impacts of Katrina Damage Assessments (continued)

County	Total Economic Impacts			Fiscal Impacts				
	Output	Earnings	Employment (Jobs)	Income Tax	State Sales Tax	Minimum Local Sales Tax	Maximum Local Sales Tax	Most Likely Local Sales Tax
Baldwin	\$85,250,929	\$27,024,429	847	\$1,080,977	\$458,334	\$401,043	\$572,918	\$544,272
Bibb	\$158,702	\$48,638	2	\$1,946	\$825	\$825	\$1,031	\$876
Choctaw	\$2,591,492	\$826,452	26	\$33,058	\$14,017	\$10,512	\$17,521	\$14,017
Clarke	\$3,997,681	\$1,312,764	41	\$52,511	\$22,264	\$22,264	\$27,831	\$25,048
Colbert	\$700,470	\$219,327	7	\$8,773	\$3,720	\$3,720	\$4,185	\$3,952
Cullman	\$1,090,470	\$360,779	11	\$14,431	\$6,119	\$6,119	\$12,238	\$7,649
Dallas	\$155,663	\$47,294	1	\$1,892	\$802	\$602	\$1,003	\$902
Greene	\$1,485,478	\$477,367	15	\$19,095	\$8,096	\$8,096	\$12,144	\$10,120
Hale	\$1,371,618	\$442,603	14	\$17,704	\$7,507	\$5,630	\$7,507	\$7,507
Jefferson	\$4,690,820	\$1,338,468	42	\$53,539	\$22,700	\$22,700	\$34,051	\$28,376
Lamar	\$1,464,552	\$483,798	15	\$19,352	\$8,205	\$6,154	\$10,257	\$8,205
Lauderdale	\$1,128,199	\$350,907	11	\$14,036	\$5,951	\$2,232	\$6,695	\$5,951
Madison	\$706,808	\$214,419	7	\$8,577	\$3,637	\$1,818	\$4,546	\$4,091
Marengo	\$1,876,210	\$603,065	19	\$24,123	\$10,228	\$10,228	\$12,785	\$12,146
Marion	\$2,182,625	\$714,044	22	\$28,562	\$12,110	\$9,083	\$17,408	\$15,138
Mobile	\$176,097,796	\$53,628,084	1,689	\$2,145,123	\$909,532	\$1,023,224	\$1,364,298	\$1,250,607
Monroe	\$2,016,796	\$669,308	21	\$26,772	\$11,351	\$7,095	\$11,351	\$10,642
Perry	\$918,828	\$298,773	9	\$11,951	\$5,067	\$6,334	\$7,601	\$6,967
Pickens	\$236,139	\$76,128	2	\$3,045	\$1,291	\$1,291	\$1,291	\$1,291
Sumter	\$3,689,955	\$1,085,334	34	\$43,413	\$18,407	\$18,407	\$23,009	\$20,708
Tuscaloosa	\$4,036,899	\$1,184,523	37	\$47,381	\$20,090	\$25,112	\$25,112	\$25,112
Washington	\$8,443,541	\$2,706,993	85	\$108,280	\$45,911	\$45,911	\$45,911	\$45,911
Wilcox	\$155,179	\$47,693	2	\$1,908	\$809	\$708	\$1,112	\$1,011
Winston	\$1,125,787	\$370,814	12	\$14,833	\$6,289	\$6,289	\$7,861	\$7,075
Total	\$305,572,635	\$94,532,002	2,972	\$3,781,280	\$1,603,263	\$1,645,396	\$2,229,665	\$2,057,573

Source: Center for Business and Economic Research, The University of Alabama.

Figure 3.2 Katrina Total Economic Impacts



March 2007
 Sources: U.S. Census Bureau TIGER Line Files and the Alabama Department of Economic and Community Affairs.
 Map produced by the Center for Business and Economic Research, The University of Alabama.

The statewide economic impacts were 2,972 direct and indirect jobs (0.144 percent of the state total in 2005), \$94.5 million in earnings to Alabama households (0.135 percent of total state wage and salary income), and \$305.6 million in output (0.202 percent of Alabama GSP). Accompanying these impacts were \$5.4 million in lost state taxes—\$3.8 million in income and \$1.6 million in sales tax receipts—and between \$1.6 million and \$2.2 million in lost local sales taxes, which is most likely to be about \$2.1 million. The total tax loss of about \$7.4 million was 0.143 percent of state income and sales taxes in 2005. The economic and fiscal impacts are therefore minor from a statewide perspective, but they are significant for Baldwin and Mobile counties because of the distribution of damage mentioned earlier. Dallas County suffered the least impacts and Mobile County had the most.

It is important to note that damage impacts can be localized. For example, reports indicated that Bayou La Batre in Mobile County was devastated by Hurricane Katrina. Extensive local damage can have impacts beyond the economic and fiscal ones highlighted in this section. Cultural and community assets such as institutions and relationships can be destroyed. These represent soft and irreplaceable assets whose impacts are nonetheless real, though extremely difficult to place monetary values on or quantify. The impacts presented in this section are therefore not comprehensive. They are just the economic and fiscal impacts of identified damage.

Chapter 4. Hurricane Katrina Strategic Plan for Economic Recovery

This chapter provides a very broad look at economic recovery for the counties affected by the hurricane. Material presented are from various sources including the Consolidated Comprehensive Economic Development Strategy (ConCEDS) for Alabama, analysis of counties' economic base and future development options, strategic economic development goals for the counties, available buildings and sites, a comprehensive housing needs analysis, and a study that reviewed coastal damage assessments and hazard mitigation plans, prioritized coastal re-development projects, identified local, regional, and state agencies required to implement strategies, and assembled a long range planning team. Such a wide-ranging approach is essential for economic recovery from disasters as well as for economic development.

Alabama Consolidated Comprehensive Economic Development Strategy

The Consolidated Comprehensive Economic Development Strategy (ConCEDS) for Alabama was a collaborative effort of the Alabama Association of Regional Councils' Planning Task Force. The ConCEDS summarizes comprehensive economic development strategies (CEDS) for each of the twelve regions with focus on existing conditions, economic development assets, and strategies for growth and development. In addition, the ConCEDS also reports on the Regional Council's activities and technical assistance relating to Katrina economic recovery efforts in each Region's geographic area of responsibility. The ConCEDS document is archived on the compact disk accompanying this report.

A summary of the economic development strategy for the 24 counties affected by Katrina is provided in tabular format in the Appendix. The table is organized by region, with information presented by county or city/township. The table includes a listing of priority projects by category of development emphasis (infrastructure, workforce development, economic development, etc) with accompanying funding source, leadership responsibility, and project benchmark and timeframe. This format provides an accessible reference guide to the detailed information found in the individual Regional CEDS documents.

Economic Base and Future Development Options

A key feature of any economic recovery effort is the assessment and analysis of each county involved to determine the best options for future economic growth. This section highlights each county's current economic base, identifies the most appropriate future economic growth options for each county, and lists strategic economic development goals and objectives (along with time frames and responsible organizations for goal accomplishment) for the 24 target counties. Where appropriate, sources of technical assistance and funding are identified. Each county economic analysis identifies the most appropriate clusters of businesses and industries to be targeted for future recruitment efforts. The ultimate purpose of the economic recovery analysis is to position all 24 Katrina-impacted counties so that they can respond quickly and appropriately to new economic development opportunities and help each county strategically focus its economic development efforts.

The primary source for documenting each county's current economic base is the U.S. Census Bureau's 2004 County Business Patterns reports. These reports identify each county's major

employers based on the number of employees and the number of business establishments. Additional economic base information was obtained from the *Demographic and Economic Profile-Alabama* (Rural Policy Research Institute, University of Missouri, Columbia, MO, April 2006).

The employment sectors listed for each county are from the U.S. Census Bureau NAICS definitions for each sector. “Retail trade” includes all forms of retail trade; “health care and social assistance” includes all forms of health care and social services; “services” includes all forms of service (i.e., food service, lodging, personal services, etc.), except educational services; “utilities” covers electricity, gas, water, sewer, nuclear and other utilities; “construction” includes building construction (residential, commercial, industrial), highways, contractors and subcontractors; “manufacturing” covers all forms of manufacturing; “forestry, fishing, hunting and agricultural support” includes forestry, logging, fishing, hunting, trapping, and all agricultural support employment; “professional, scientific and technical support” includes all professional employment (legal, accounting, engineering, scientific, etc.), professional technical support and professional services; “transportation and warehousing” covers all ground, water and air transportation and all forms of warehousing).

In terms of current employment statistics, manufacturing is the dominant economic sector for 12 of the 24 Katrina counties. Nine counties are non-specialized (or mixed) economies and three are services-dominant economies. By number of establishments, retail trade businesses dominate in 19 of the 24 Katrina counties and services leads in five. Other large establishment sectors include services (all counties), health care and social assistance, construction, and forestry, fishing, hunting and agricultural support. Table 4-1 summarizes the economic base data for the 24-county area.

The Alabama Department of Industrial Relations (ADIR) prepares employment projections every two years for a 10-year period and provides the projected number of new jobs by occupation and industry. The most recent projections available are for 2004-2014. These projections provide some indication of possible job growth areas for the Katrina-impacted counties, although the ADIR projections are for multi-county regions called workforce investment areas (WIAs) rather than individual counties; Jefferson and Mobile counties are exceptions. Table 4-2 summarizes the ADIR projections. Generally, the projections indicate that the services sector will be the major job provider for the WIA regions. Trade, transportation, and utilities will also be strong job growth sectors along with leisure and hospitality.

The economic forecasts presented in Chapter 2 also present economic growth projections for the 24 counties through the year 2030. Based on those projections, manufacturing will be the most important job-providing sector in Choctaw, Clarke, Lamar, Marengo, Marion, Monroe, Washington, Wilcox, and Winston counties. Services will drive job growth for Cullman, Dallas, Greene, Hale, Jefferson, Madison, Mobile, Perry, Pickens, Sumter and Tuscaloosa. Trade will lead job growth in Baldwin, Colbert and Lauderdale counties. Lastly, Bibb County job growth will be driven by the government sector. Table 4-3 summarizes the projected major sectors for job growth in the study area.

Table 4-1. Economic Base for Alabama Katrina Counties

<u>County</u>	<u>Largest Employers (Jobs)</u>	<u>Sectors with most Establishments</u>	<u>USDA Classification</u>
Baldwin	Retail Trade (10,604); Services (10,164); HCSA (5,856)	Retail Trade (940); Services (780); HCSA (339)	Services
Bibb	Construction (606); HCSA (499); Services (413)	Retail Trade (66); Services (65); Construction (37)	Non-specialized
Choctaw	Manufacturing (1,000-2,499); Retail Trade (403); HCSA (272)	Retail Trade (73); Services (56); FFHAS (31)	Manufacturing
Clarke	Manufacturing (1,837); Retail Trade (1,635); Services (1,101)	Retail Trade (154); Services (138); HCSA (56)	Manufacturing
Colbert	Manufacturing (3,976); Retail Trade (2,981); Services (2,804)	Retail Trade (267); Services (262); HCSA (262)	Non-specialized
Cullman	Manufacturing (4,583); Retail Trade (3,605); Services (3,295)	Retail Trade (370); Construction (211); Services (185)	Non-specialized
Dallas	Manufacturing (5,038); HCSA (2,436); Retail Trade (2,285)	Retail Trade (213); Services (177); HCSA (124)	Manufacturing
Greene	Manufacturing (568); AER (250-499); Retail Trade (206)	Retail Trade (30); Services (18); HCSA (11)	Non-specialized
Hale	Manufacturing (1,027); HCSA (446); Retail Trade (400)	Retail Trade (47); Services (31); Construction (18)	Manufacturing
Jefferson	Health Care (52,690); Services (45,504); Retail Trade (44,302)	Services (3,269); Retail Trade (2,958); PSTS (1,979)	Services
Lamar	Manufacturing (1,353); Retail Trade (486); Transportation and Warehousing (482)	Retail Trade (55); Services (38); Transportation and Warehousing (28)	Manufacturing
Lauderdale	Retail Trade (4,980); Services (4,681); Manufacturing (3,308)	Retail Trade (421); Services (379); HCSA (251)	Non-specialized
Madison	PSTS (27,194); Manufacturing (19,274); Retail Trade (18,914)	Services (1,291); Retail Trade (1,281); PSTS (1,129)	PSTS
Marengo	Manufacturing (2,117); Retail Trade (962); HCSA (815)	Retail Trade (119); Services (99); HCSA (54)	Manufacturing
Marion	Manufacturing (2,688); HCSA (1,166); Retail Trade (1,102)	Services (129); Retail Trade (115); HCSA (72)	Manufacturing
Mobile	Services (23,894); HCSA (23,836); Retail Trade (21,914)	Services (1,708); Retail Trade (1,643); Construction (907)	Non-specialized
Monroe	Manufacturing (2,640); PSTS (1,058); Retail Trade (912)	Retail Trade (102); Services (78); HCSA (31)	Manufacturing
Perry	Manufacturing (600); Retail Trade (278); Educational Serv. (262)	Retail Trade (43); Services (30); HCSA (16)	Manufacturing
Pickens	HCSA (669); Manufacturing (654); Retail Trade (560)	Retail Trade (74); Services (57); Construction (32)	Non-specialized
Sumter	Retail Trade (460); HCSA (440); Manufacturing/Services (each sector has 322)	Retail Trade (56); Services (35); HCSA (24)	Non-specialized
Tuscaloosa	HCSA (11,774); Manufacturing (11,237); Services (10,757)	Services (768); Retail Trade (736); HCSA (368)	Non-specialized
Washington	Manufacturing (1,239); Retail Trade (281); Utilities (212)	Retail Trade (58); Services (36); FFHAS (30)	Manufacturing
Wilcox	Manufacturing (839); Services (324); Retail Trade (263)	Retail Trade (48); Services (39); FFHAS (24)	Manufacturing
Winston	Manufacturing (4,697); Retail Trade (862); HCSA (800)	Retail Trade (114); Manufacturing (77); Services (75)	Manufacturing

Note: HCSA- Health Care and Social Assistance; FFHAS- Forestry, Fishing, Hunting and Agricultural Support; PSTS- Professional, Scientific and Technical Services

Sources: U.S. Census County Business Pattern, 2004; U.S. Department of Agriculture; and Rural Policy Research Institute, University of Missouri.

Table 4-2. ADIR Employment Projections 2004-2014

WIA	Katrina Counties	Projected Sector Job Growth, 2004 - 2014
Region 1 (Colbert, Franklin, Lauderdale, Marion and Winston)	Colbert, Lauderdale, Marion, Winston	services (9,040 jobs, 16%), education and health services (2,040 jobs, 12.6%), transportation and utilities (1,520 jobs, 9.7%), manufacturing (1,150 jobs, 5.7%), leisure and hospitality (490 jobs, 7.5%)
Region 2 (Blount, Cullman, DeKalb, Lawrence, Limestone, Madison, Marshall, Morgan and Jackson)	Cullman and Madison	services (84,430 jobs, 27%), education and health services (16,130, 27%), trade, transportation and utilities (11,470 jobs, 17.7%), leisure and hospitality (5,800 jobs, 20.7%), public administration (4,820 jobs, 13.8%)
Region 3 (Bibb, Fayette, Greene, Hale, Lamar, Pickens and Tuscaloosa)	Bibb, Greene, Hale, Lamar, Pickens, Tuscaloosa	services (17,330 jobs, 23.6%), education and health services (5,660 jobs, 21.8%), trade, transportation and utilities (2,410 jobs, 13.1%), leisure and hospitality (1,860 jobs, 20.3%), and manufacturing (1,810 jobs, 10.4%)
Region 6 (Choctaw, Dallas, Marengo, Perry, Sumter and Wilcox)	Choctaw, Dallas, Marengo, Perry, Sumter, Wilcox	education and health services (230 jobs, 2.8%), leisure and hospitality (-10 jobs, -0.7%), financial activities (-80 jobs, -7.7%), information (-90 jobs, -27.5%), natural resources and mining (-100 jobs, -3.6%)
Region 9 (Baldwin, Clarke, Conecuh, Escambia, Monroe and Washington)	Baldwin, Clarke, Monroe and Washington	services (21,450 jobs, 37%), education and health services (4,640 jobs, 27.1%), trade, transportation and utilities (3,490 jobs, 16.6%), leisure and hospitality (3,070 jobs, 28.4%), and public administration (1,160 jobs, 14.9%)
Jefferson County WIA	Jefferson	services (67,510 jobs, 18.6%), education and health services (17,780 jobs, 22%), trade, transportation and utilities (8,610 jobs, 10.2%), leisure and hospitality (4,750 jobs, 15.2%), and construction (2,580 jobs, 10.8%)
Mobile County WIA	Mobile	services (34,240 jobs, 22.1%), education and health services (7,370 jobs, 20.9%), trade, transportation and utilities (4,310 jobs, 11.3%), leisure and hospitality (2,330 jobs, 15.8%) and manufacturing (1,500 jobs, 10.4%)

Source: Alabama Department of Industrial Relations

Table 4-3. Job Growth Prospects

<u>County</u>	<u>Current Major Employment Sectors (rank ordered)</u>	<u>Projected Major Employment Sectors (rank ordered)</u>
Baldwin	Retail trade; Services; Health Care/Social Asst.	Trade; Services; FIRE; Government; Construction
Bibb	Construction; Health Care/Social Asst.; Services	Government; Trade; Services; Manufacturing; Construction
Choctaw	Manufacturing; Retail Trade; Health Care/Social Asst.	Manufacturing; Services; Trade; Government; Construction
Clarke	Manufacturing; Retail Trade; Services	Manufacturing; Services; Trade; Government; FIRE
Colbert	Manufacturing; Retail Trade; Services	Trade; Services; Government; Construction; Manufacturing
Cullman	Manufacturing; Retail Trade; Services	Services; Trade; Manufacturing; TCPU; Government
Dallas	Manufacturing; Health Care/Social Asst.; Retail Trade	Services; Manufacturing; Trade; Government; Construction
Greene	Manufacturing; Arts/Ent./Rec.; Retail Trade	Services; Government; Trade; Manufacturing; TCPU
Hale	Manufacturing; Health Care/Social Asst.; Retail Trade	Services; Government; Manufacturing; Trade; Construction
Jefferson	Health Care/Social Asst.; Services; Retail Trade	Services; Trade; Manufacturing; FIRE; Government
Lamar	Manufacturing; Retail Trade; Transp./Warehsg.	Manufacturing; Services; TCPU; Government; Trade
Lauderdale	Retail trade; Services; Manufacturing.	Trade; Services; Manufacturing; Government; Construction
Madison	Prof., Scien., Tech. Services; Manufacturing; Retail Trade	Services; Trade; Government; Manufacturing; Construction
Marengo	Manufacturing; Retail Trade; Health Care/Social Asst.	Manufacturing; Services; Government; Trade; Construction
Marion	Manufacturing; Health Care/Social Asst.; Retail Trade	Manufacturing; Services; Trade; Government; TCPU
Mobile	Services; Health Care/Social Asst.; Retail Trade	Services; Trade; Government; Construction; Manufacturing
Monroe	Manufacturing; Prof., Scien., Tech. Services; Retail Trade	Manufacturing; Services; Trade; TCPU; Government
Perry	Manufacturing; Retail Trade; Educational Services	Services; Government; Trade; Manufacturing; Construction
Pickens	Health Care/Social Asst.; Services; Manufacturing; Retail Trade	Services; Manufacturing; Government; Trade; FIRE
Sumter	Retail Trade; Health Care/Social Asst.; Manufacturing/Services	Services; Government; Trade; TCPU; Manufacturing
Tuscaloosa	Health Care/Social Asst.; Manufacturing; Services	Services; Trade; Government; Manufacturing; Construction
Washington	Manufacturing; Retail Trade; Utilities	Manufacturing; Government; Services; Construction; TCPU
Wilcox	Manufacturing; Services; Retail Trade	Manufacturing; Government; Services; Trade; Construction
Winston	Manufacturing; Retail Trade; Health Care/Social Asst.	Manufacturing; Services; Trade; Government; TCPU
Sources:	U.S. Census County Business Patterns, 2004 (for current major employment sectors); Global Insight; and Center for Business and Economic Development, The University of Alabama (projected major employment sectors)	

Strategic Economic Development Goals

Potential strategic economic development goals for the 24 Alabama counties impacted by Hurricane Katrina were developed by members of the project team (University of Alabama- University Center for Economic Development and Auburn University- Economic and Community Development Institute), with input from ADECA staff involved with the project. In addition, strategic goals were drawn from relevant state and regional economic development documents, including the *Alabama Consolidated Comprehensive Economic Development Strategy* (Alabama Association of Regional Councils, 2006), *State of Alabama Annual ARC Strategy Plan- FY 2007* (Alabama Department of Economic and Community Affairs, 2006), *Alabama Strategic Economic Development Plan-Executive Summary* (Alabama Commerce Commission, 2000), *Alabama Rural Roundtable Summary* (Economic and Community Development Institute, Auburn University, 2006), and *The New Architecture of Rural Prosperity* (Southern Growth Policies Board, 2005).

The following strategic economic development goals and/or guiding principles are applicable to all 24 counties and the state as a whole. These are strategically important for all of Alabama.

- Economic development involves a set of interrelated activities that, if successful, create a better quality of life for Alabamians.
- Regional cooperation and focused partnerships and alliances are essential to the economic development of all areas of Alabama.
- Education, particularly top-quality workforce education, is a vital element in all of the state's economic development efforts.
- Alabama's research universities play a vital role in economic development throughout the state. These institutions should be key partners in local, regional and state-level economic development programs and activities.
- Rural Alabama, especially the Alabama Black Belt, must receive long-term, well-coordinated economic development attention.
- Excellent physical infrastructure in the form of highways, airports, ports, water, sewer, gas, and electrical systems, and cutting-edge telecommunications networks are essential to economic development success in rural, suburban and urban areas.
- Sustainable economic development is directly related to the state's overall commitment to maintaining a high quality physical environment, particularly in the areas of water and air quality.
- Alabama's high growth areas, whether urban, suburban or rural, should utilize the best growth management techniques available, including "smart growth" strategies and community strategic plans designed to address high growth issues.
- Tourism is a major business in terms of the state's overall economy. This important economic sector should be strongly supported financially at the local, regional and state levels.
- Alabama must be able to compete effectively in the realm of industrial recruiting, particularly in the automotive manufacturing and auto-related supplier sectors, along with other targeted sectors or clusters such as aerospace and biotechnology.
- Targeted assistance for existing businesses and industries should be a continuing priority for local, regional and state economic development organizations.
- Excellent leadership is essential for successful economic development at the local, regional and state level.
- Entrepreneurship is an important element in all aspects of economic development. Local, regional and state entrepreneurship initiatives should be supported and encouraged.

Specific county economic development goals and activities are highlighted below:

Baldwin

- Focus on workforce development planning and implementation, to include development of technology education centers.
- Participate in development and implementation of regional transportation and infrastructure plans.
- Partner with adjoining counties in regional approach to industrial recruiting.

Bibb

- Upgrade or establish public water and sewer systems in locations identified in local and regional plans.
- Improve or construct highways and bridges in conformance with local, regional and state plans.
- Focus on workforce education and training for jobs needed by existing and targeted business and industry.
- Support and develop the county's tourism industry.
- Develop and operate a county-wide leadership development program for adults and youth.
- Preserve and protect the county's historic heritage.

Choctaw

- Upgrade or establish needed public infrastructure projects in the county (water, sewer, roads, bridges, etc.) according to local, regional and state infrastructure plans.
- Focus on workforce education and training for youth and adults in the county.
- Improve the health care facilities and services available to county residents.

Clarke

- Upgrade or establish needed public infrastructure projects in the county (water, sewer, roads, bridges, etc.) according to local, regional and state infrastructure plans.
- Focus on workforce education and training for youth and adults in the county.
- Improve the health care facilities and services available to county residents.

Colbert

- Establish publicly operated wireless Internet service for the county.
- Improve or construct needed public infrastructure projects in the county according to local, regional or state infrastructure plans.
- Preserve and protect the county's historical heritage.
- Construct a county industrial park designed to meet the needs of existing and new industries.

Cullman

- Upgrade or improve public infrastructure (water, sewer, roads, bridges, etc.) according to local, regional or state infrastructure plans.

Dallas

- Upgrade or establish needed public infrastructure projects in the county (water, sewer, roads, bridges, etc.) according to local, regional and state infrastructure plans.
- Focus on workforce education and training for youth and adults in the county.
- Improve the health care facilities and services available to county residents.

Greene

- Upgrade or create needed public infrastructure projects according to local, regional or state infrastructure plans.
- Establish and operate a county-wide leadership development program for adults and youth.
- Focus education efforts on workforce development training.
- Support and promote the tourism industry as an important part of the county economy.
- Preserve and protect the county's historical heritage.
- Upgrade and improve police and fire protection services and facilities throughout the county.

Hale

- Upgrade or create needed public infrastructure projects according to local, regional or state infrastructure plans.
- Establish and operate a county-wide leadership development program for adults and youth.
- Focus education efforts on workforce development training.
- Support and promote the tourism industry as an important part of the county economy.
- Preserve and protect the county's historical heritage.
- Upgrade and improve police and fire protection services and facilities throughout the county.

Jefferson

- Participate in the development and implementation of county and regional transportation, infrastructure improvement, economic development, business assistance, tourism and technology development plans.

Lamar

- Upgrade or create needed public infrastructure projects according to local, regional or state infrastructure plans.
- Establish and operate a county-wide leadership development program for adults and youth.
- Focus education efforts on workforce development training.
- Support and promote the tourism industry as an important part of the county economy.
- Preserve and protect the county's historical heritage.
- Upgrade and improve police and fire protection services and facilities throughout the county.

Lauderdale

- Establish publicly operated wireless Internet service for the county.
- Improve or construct needed public infrastructure projects in the county according to local, regional or state infrastructure plans.
- Preserve and protect the county's historical heritage.
- Construct a county industrial park designed to meet the needs of existing and new industries.

Madison

- Support NuStart/TVA development initiatives associated with Bellefonte.
- Improve or construct needed public infrastructure projects in the county in accordance with local, regional or state infrastructure plans.
- Establish or expand industrial parks to address local and regional needs.
- Focus education efforts on quality workforce training and education.

Marengo

- Upgrade or establish needed public infrastructure projects in the county (water, sewer, roads, bridges, etc.) according to local, regional and state infrastructure plans.
- Focus on workforce education and training for youth and adults in the county.
- Improve the health care facilities and services available to county residents.

Marion

- Establish publicly operated wireless Internet service for the county.
- Improve or construct needed public infrastructure projects in the county according to local, regional or state infrastructure plans.
- Preserve and protect the county's historical heritage.
- Construct a county industrial park designed to meet the needs of existing and new industries.

Mobile

- Focus on workforce development planning and implementation, to include development of technology education centers.
- Participate in development and implementation of regional transportation and infrastructure plans.
- Partner with adjoining counties in regional approach to industrial recruiting.

Monroe

- Upgrade or establish needed public infrastructure projects in the county (water, sewer, roads, bridges, etc.) according to local, regional and state infrastructure plans.
- Focus on workforce education and training for youth and adults in the county.
- Improve the health care facilities and services available to county residents.

Perry

- Upgrade or establish needed public infrastructure projects in the county (water, sewer, roads, bridges, etc.) according to local, regional and state infrastructure plans.
- Focus on workforce education and training for youth and adults in the county.
- Improve the health care facilities and services available to county residents.

Pickens

- Upgrade or create needed public infrastructure projects according to local, regional or state infrastructure plans.
- Establish and operate a county-wide leadership development program for adults and youth.
- Focus education efforts on workforce development training.
- Support and promote the tourism industry as an important part of the county economy.
- Preserve and protect the county's historical heritage.
- Upgrade and improve police and fire protection services and facilities throughout the county.

Sumter

- Upgrade or establish needed public infrastructure projects in the county (water, sewer, roads, bridges, etc.) according to local, regional and state infrastructure plans.
- Focus on workforce education and training for youth and adults in the county.
- Improve the health care facilities and services available to county residents.

Tuscaloosa

- Upgrade or create needed public infrastructure projects according to local, regional or state infrastructure plans.
- Establish and operate a county-wide leadership development program for adults and youth.
- Focus education efforts on workforce development training.
- Support and promote the tourism industry as an important part of the county economy.
- Preserve and protect the county's historical heritage.
- Upgrade and improve police and fire protection services and facilities throughout the county.

Washington

- Upgrade or establish needed public infrastructure projects in the county (water, sewer, roads, bridges, etc.) according to local, regional and state infrastructure plans.
- Focus on workforce education and training for youth and adults in the county.
- Improve the health care facilities and services available to county residents.

Wilcox

- Upgrade or establish needed public infrastructure projects in the county (water, sewer, roads, bridges, etc.) according to local, regional and state infrastructure plans.
- Focus on workforce education and training for youth and adults in the county.
- Improve the health care facilities and services available to county residents.

Winston

- Establish publicly operated wireless Internet service for the county.
- Improve or construct needed public infrastructure projects in the county according to local, regional or state infrastructure plans.
- Preserve and protect the county's historical heritage.
- Construct a county industrial park designed to meet the needs of existing and new industries.

Inventory of Available Buildings and Sites in Katrina Affected Counties

A current listing of available buildings and commercial/industrial sites for the 24 Katrina affected counties in tabular form can be found in the Appendix. The table is organized by region, with information presented by county and city/township. In addition, physical address is provided, to facilitate GPS and latitude/longitude location identification, as well as size of building/site and proximity to 4-lane highway(s) and/or interstate.

An inventory of buildings and sites is maintained by the Alabama Power Company and the Economic Development Partnership of Alabama. Information on their systems is updated by local economic development officials who have representation rights and access to the properties. Additional information, such as environmental reviews, blueprints and topographic data may also be available on the properties and facilities listed.

Long Range Planning

The Alabama Department of Economic and Community Affairs (ADECA) contracted with Smart Coast to provide professional services related to U.S. Department of Commerce Economic Development Administration project number 04-88-05668. In general, the purpose of the contract was to review coastal damage assessments, review coastal Hazard Mitigation Plans, prioritize coastal

re-development projects, identify local, regional, and state agencies required to implement strategies, and assemble a long range planning team.

Prior to assembling the team, Smart Coast began a public information campaign to ensure that community members would be involved in the process. In addition to the public information campaign, Smart Coast was responsible for building leadership and capacity within the team. The challenge was to focus attention on long-term planning for the community when team members typically only committed for short-term involvement and generally had limited experience working in public forums. As part of the team building activities, Smart Coast was also responsible for developing a vehicle for disseminating information to the general public, the media, elected officials, government agencies and team members.

The specific items included in the Smart Coast scope of services were: Create a communication network to aid communities in the long-term recovery planning process. Facilitate town meetings to prioritize long-term recovery projects. Assist in the development of long-term recovery strategies and/or projects for unincorporated municipalities. Establish local and regional action teams that will work towards implementation of projects prioritized by the long-term community participants. The communication vehicle has been the Smart Coast web site:

<http://www.smartcoast.org/index.htm>.

An archive of newsletters recounting the activities of Smart Coast, the long range planning meetings, the formation of long range planning teams, and the development of project priorities can be found at this site.

Comprehensive Housing Needs Analysis

ADECA contracted with Woods Research, Incorporated (WRI), to provide a comprehensive housing needs analysis for the Mobile MSA, which includes Baldwin and Mobile Counties. This analysis was done in support of the EDA funded statewide economic recovery plan funded through the U.S. Department of Commerce Economic Development Administration project number 04-88-05668. The full report is archived on the compact disks accompanying this report.

WRI prepared a housing market analysis for Mobile and Baldwin Counties. Data was gathered to determine the post Katrina housing needs of all income groups, especially lower income groups at the 30, 50 and 80 percent of median income. The demographics came from the 2000 U.S. Census, Claritas (including the newly released post Katrina population estimates), the state data center, and regional and local planning agencies. Staff at federal, state, regional, and local agencies, as well as persons involved with all aspects of housing, were interviewed. The non-governmental persons included local property management firms, developers, appraisers and private or public housing organizations. Data, surveys and interviews were collected to determine the post Katrina housing needs of homeless individuals and families for both emergency shelter and transitional housing. The interviews included persons directly involved with serving the homeless population as well as agency staff for various agencies and organizations. This also included disaster relief agencies such as the American Red Cross and the Salvation Army. Damage from Katrina was quantified by various categories including owner/renter occupied housing, single/multi-family housing and fulltime/seasonal housing. Much of this data was gathered from FEMA reports, state government reports and local planning agencies.

Other activities conducted as part of the WRI study included an assessment of efforts being made to: (1) prevent low-income families with children from becoming homeless, (2) help homeless persons and families transition to permanent housing, and (3) address priority housing and special supportive needs of persons who are not homeless (such as elderly, frail elderly, persons with disabilities, persons with alcohol or other drug addiction, persons with HIV/AIDS) and their families, and public housing residents. This assessment was achieved through interviews with governmental, private for-profit and non-profit agencies, local persons involved with assisting the low-income and homeless, and personnel of the various public housing agencies.

A review of the residential building codes regarding storm proof and mold resistant housing was completed. The study included a review of the Alabama residential building codes and a comparison to the codes in Florida, North Carolina, and South Carolina regarding storm and mold contamination. A review of the data and research available on the trends in relocation to and from storm-impacted areas was completed. Rebuilding capabilities and costs were addressed. The study also included an assessment of the impact of cost and availability of housing insurance. An assessment of the on-going housing projects by private, non-profit and governmental entities, including a review of the proposed housing being provided by FEMA and a review of what is being developed using LIHTC, BOND financing and HOME funds from the Alabama Housing Finance Authority, the local housing authorities, market rate rental developments and single-family developments was included in the study.

The results of the WRI study are summarized below.

Findings and Conclusions:

- The permanent population of the Mobile MSA has not substantially increased due to relocations from Louisiana and Mississippi
- The housing damage is being repaired in most situations
- The economic impact of the hurricane has not created any long-term problems except in Bayou La Batre
- The GO-ZONE economic stimulus is benefiting the entire region
- The Baldwin County population is increasing rapidly, which is increasing land and construction costs, creating a major shortage of affordable housing
- The rapid economic expansion in Baldwin County cannot be sustained without improvements in the availability of affordable housing
- The need for rental housing in Mobile County is approximately 26,000 rental housing units
- The need for affordable rental housing in Mobile County is approximately 11,500 rental housing units
- The need for owner-occupied housing units in Mobile County is approximately 16,900 housing units
- The need for owner-occupied housing units in Mobile County for households earning less \$50,000 is approximately 11,000 housing units
- The need for rental housing in Baldwin County is approximately 4,700 rental housing units
- The need for affordable rental housing in Baldwin County is approximately 2,700 rental housing units

- The need for owner-occupied housing units in Baldwin County is approximately 12,000 housing units
- The need for owner-occupied housing units in Baldwin County for households earning less \$50,000 is approximately 14,000 housing units
- While all of the social service systems are strained by the additional number of clients due to the hurricane, most are doing a very good job
- The volunteer organizations are, for the most part, well meaning and doing a good job
- Coordinating the volunteer organizations is an ongoing problem
- As a region, the Mobile MSA is recovering from the effects of Hurricane Katrina in a reasonable and well-paced manner.
- Building codes need to be strengthened, coordinated and applied in a reasonable and orderly manner
- Improving the building codes should help keep insurance companies writing policies in the coastal areas
- The cost of insurance will continue to rise at an extremely high rate, especially near the Coast

Chapter 5. Literature Review of Best Practices of Disaster Mitigation Strategies

A literature search was utilized to collect information on best practices for developing appropriate and effective hazard mitigation, response and recovery plans. Search parameters focused on policies and strategies that encourage the development of disaster resistant communities, and support capacity development to sustain business continuity and economic sustainability.

The literature review indicates that many states and regions provide good examples of approaches, governance and planning structures, and operational strategies for mitigation, response and recovery. However, the states of California, Florida, and North Carolina and the two regions of Charleston County, South Carolina, and Houston/Galveston, Texas were selected because of their innovative and effective ideas, and for their purposeful implementation of a mitigation system that responds to change and encourages sustainable growth.

The emphasis, in all of the programs described, is for the authority of the Governor's office to facilitate inter-agency collaboration, and for all entities involved in the delivery of service to utilize technology to support communication and information transfer. Planning takes place at the local, regional and state levels, requiring priority attention be given to the integration of these plans with other planning efforts.

The presentation of these Best Practices has been consolidated into a case study format to provide the reader with information relevant to identifying approaches that are suitable for implementation in Alabama.

Methodology

Literature research and review was undertaken with an emphasis on various factors:

- similar hazard conditions and experiences to Alabama
- incorporation of technology as a resource for informed decision making and for effective, secure communication
- governance and planning structure that involves a broad base of stakeholders
- processes based on minimum standards and protocols that result in effective information and planning
- innovative and effective approaches and solutions to hazard mitigation, response, and recovery
- examples of effective regional collaboration

Best Practices Showcase

The following case studies highlight the thoughtful and proven approaches of several states and regions that have developed effective policies and strategies to deal with significant natural hazards. All of the examples draw on legislative authority for deployment and implementation. Each of the case studies offers a unique approach and innovative solutions to the same problem.

California

California has two state agencies with the responsibility of functions relating to hazard mitigation, response, and recovery: The Governor's Office of Emergency Services and the Governor's Office of Planning and Research.

The Office of Emergency Services (OES) provides leadership and coordination for the State Emergency Plan, coordinates response efforts of state and local agencies to ensure maximum effect with minimum overlap, and coordinates the integration of federal resources into state and local response and recovery operations.

The Governor's Office of Planning and Research provides legislative and policy research and support to the Governor's office and Cabinet. In addition they are the State's Clearinghouse with three main functions: 1) coordinate state review of several federal grants programs; 2) provide technical assistance on land use planning; and, 3) coordinate state level review of environmental documents pursuant to the California Environmental Quality Act (CEQA).

Together, these two agencies develop the resources and policy input that enables California local and regional agencies to be equipped to respond to challenging hazards.

The Office of Emergency Services' primary *Hazard Mitigation and Risk Management* goal is to support and assist local, state government, and private sector to integrate hazard identification, risk assessment, risk management and prevention into a comprehensive approach to hazard mitigation. They focus on improving local and regional capabilities, the continuous improvement of information management systems, the improvement of regulations for emergency management, the improvement and functionality of the Response Information Management System (RIMS) including the integration of geographic information management systems, the facilitation of seamless electronic communication capabilities statewide, and procedures to utilize volunteers and volunteered resources to compliment local, state and federal agency personnel.

The State of California crafted the first formal multi-hazard mitigation plan in 2004, but has successfully been implementing hazard mitigation plans since 1986. The multi-hazard planning process involved the following:

- active participation by state agencies with key hazard mitigation roles
- outreach, technical assistance, and education at the local, regional, and tribal levels regarding the development of statewide plan, and development and adoption of local plans
- participation of public citizenry to review and comment on statewide plan

The process which led to the development of the *2004 State of California Multi-Hazard Mitigation Plan* resulted in the recognition by the Governor's Office that an executive order would facilitate the management and oversight of all functions relating to disaster preparedness and mitigation. Executive Order W-9-91 gives the Director of OES the ability to assign specific emergency functions to state agencies through administrative orders. These events led to the formal constitution of the State Hazard Mitigation Team (SHMT) which is comprised of agencies that have primary responsibility for specific state-mandated hazard mitigation activities. The SHMT meets at least quarterly, sharing the responsibilities to actively work on the development of a sustainable State

Hazard Mitigation Program. Each member reports on their agency's progress toward achieving planned goals, changes in the hazard environment, and new opportunities made available through advancements in technology and knowledge that can benefit approaches and processes.

Through collaboration and rigorous planning efforts, the Office of Emergency Services has developed a large number of planning handbooks and tools to assist local governments, professional and volunteer emergency personnel, private business and citizens in their preparation for hazards and disasters. All this information is easily accessible in pdf formats at the agency website (www.oes.ca.gov).

Florida

The Florida Department of Community Affairs (DCA) is the lead state-coordinating agency for Emergency Management, and State Planning and Housing and Community Development related issues, as designated by the Florida Governor and Legislature.

The Department of Community Affairs's Division of Community Planning plays a lead role in implementing the State of Florida's "Growth Management Act" (Chapter 163, Part II, the *Local Government Comprehensive Planning and Land Development Regulation Act*) and the Development of Regional Impact and Areas of Critical State Concern Programs (Section 380.05 and 380.06 of Chapter 380, the *Environmental Land and Water Management Act*).

DCA provides leadership to the State Hazard Mitigation Plan Advisory Council (SHMPAC) which involves representation from various state and federal agencies and include: Department of Community Affairs, Department of Agriculture and Consumer Services, Department of Environmental Protection, Department of Health, Florida Department of Law Enforcement, Water Management Districts, Regional Planning Councils, FEMA, US Army Corps of Engineers, National Resources Conservation Service, National Weather Service, National Forest Service and the Small Business Administration. In addition, several non-profit agencies and educational institutions served as members of the SHMPAC, showcasing the importance of volunteer services, including: the Federal Alliance for Safe Homes (FLASH), Florida Interfaith Networking in Disasters (FIND), the American Red Cross, Florida Emergency Preparedness Association, Florida Floodplain Managers Association, Florida League of Cities, Florida Association of Counties, Florida International University-International Hurricane Center, Florida State University and University of Florida.

DCA administers most of the traditional mitigation related programs as well as the Comprehensive Growth and Development program, which manages the local comprehensive planning process and the Florida Building Code Program, which oversees the statewide, unified building code. These two programs were designed to have long term impact on natural resources and land use, as they guide new development. In addition, the Department oversees several programs that complement the statewide implementation program which includes: Small Cities Community Development Program, Affordable Housing, Rebuilding Waterfronts, the Home and SHIP programs and the Manufactured Building Program. Each of these programs has adopted a policy that all projects submitted for funding must have accompanying endorsement from the appropriate Local Mitigation Strategy Working Groups.

The Federal Emergency Management Agency (FEMA) programs administered by the State of Florida include: the Hazard Mitigation Grant Program, the Pre-Disaster Mitigation Grant Program, the 406 Mitigation Program under the Public Assistance Program, the Flood Mitigation Assistance Program, the State Assistance Office for National Flood Insurance Program, the Hurricane Planning Program and the Dam Safety Program, and the Emergency Management Project Grant Program.

All of these programs have representation on the State Hazard Mitigation Plan Advisory Council (SHMPAC).

Florida State entities, associations and non-profits are actively involved in the Emergency Management Accreditation Program (EMAP), a voluntary review process for state, territorial and local emergency management programs. EMAP was created by a group of national organizations to support continuous improvement in emergency management capabilities.

Florida has implemented a statewide program called “Florida Prepares”. This program promotes building disaster resistant communities through the formation of local partnerships that include the local emergency management program, faith based organizations, the local business community, and other community organizations. These partners develop strategies that involve all sectors of the community in preparedness, response and recovery activities. “Florida Prepares” also works with the Governor’s Front Porch Initiative which focuses on assistance to low income and minority populations.

To assist and alert citizens and visitors on all matters relating to hazard mitigation, preparedness, response and recovery, Florida’s Division of Emergency Management has developed an effective, easy to use website, www.FloridaDisaster.org. This website provides information on all hazards likely to affect Florida, suggestions and planning tools for families, persons with disabilities, businesses and even information on building codes and the retrofitting/building of hazard resistant homes.

North Carolina

The State of North Carolina designated the North Carolina Division of Emergency Management (NCDEM) in the North Carolina Emergency Management Act of 1977 (NCGS 166A-5 (3) (b) as the body responsible for the preparation and maintenance of State plans for manmade and/or natural disasters. The State Hazard Mitigation Advisory Group membership illustrates North Carolina’s approach to including broad representation from state and federal government agencies, non-profit and environmental organizations, associations, education, planning and GIS disciplines.

The State’s Goal is to *“Reduce the State’s vulnerability and increase its resilience to natural hazards, in order to protect people, property and natural resources”*. The plan has four straight forward objectives, each with three to five strategies with the long-term purpose of institutionalizing a statewide hazard mitigation ethic. Three objectives stand out as operational guidelines:

- Increase capacity at local and statewide level
- Improve communication, collaboration and integration among stakeholders; and
- Increase public awareness

- 1) To increase capacity at the local and statewide level, the strategy is to coordinate and cooperate with partners at all government levels in planning and use of best technology. This includes incorporating a progressive geographic information system as the primary tool for spatial data management and as a recognized essential tool in decision making.
- 2) To improve communication, collaboration and integration among stakeholders, the plan calls for data coordination, and agreement on protocols used for collection and analysis of hazard risks and vulnerabilities.
- 3) To increase public awareness, the plan suggests three approaches: 1) direct public outreach—publications and use of special events, 2) media outreach –maximize partnerships with news media, and 3) website outreach—provide information and materials on hazards and mitigation on the internet.

In addition to the public, the plan emphasizes communication, outreach and training to local public officials on a variety of topics, including GIS (*“Utilizing GIS for Hazard Mitigation Planning”*), planning, and funding and technical assistance resources for local programs. The in-depth nature of the training suggests the level of responsibility at the local level is relatively high, demanding that the local leadership is active as participants and contributors to the planning and implementation process.

Charleston County, South Carolina

Charleston County has a population of approximately 330,000 and includes the Cities of Charleston, Folly Beach, Isle of Palms and North Charleston in addition to eleven townships, including James Island, Kiawah Island, Seabrook Island and Sullivan’s Island.

Established in the late 17th century, Charleston and the surrounding communities have a rich historic and cultural patrimony important not only to North Carolina but also to the Nation. In large part, Charleston County consists of coastal communities, surrounded by water and the natural environment. A significant amount of the Charleston Regional Hazard Mitigation Plan is focused on dealing with flooding and mechanisms to mitigate damage to existing historic buildings and to prevent building and construction in vulnerable areas.

Charleston County emerges as a strong example of extensive collaboration between local jurisdictions in planning, community preparedness, and outreach programs. The region boasts the involvement of twelve local communities in the rigorous national FEMA Community Rating System program, as well as “Project Impact”. “Project Impact” involves the public, private and non-profit sectors in forming partnerships for hazard preparedness and response. The Charleston Area focuses primarily upon floods, hurricanes, earthquakes, tornadoes, fires, hazardous material incidents and terrorism activities. The Charleston County Project Impact goals are incorporated into the Charleston Regional Hazard Mitigation Plan, and the public-private network of the organization is linked to the planning group of the Hazard Mitigation Plan.

The plan has several interesting elements. Preventive Activities focus on the development and enhancement of regulations that deal with floodplains, beachfront, storm water management, wetlands, stream-dumping, coastal erosion, water quality, building-related codes and the preservation

of open space. Although this plan represents a population of only 330,000, they have given thought and have developed responses to challenges that plague all coastal and floodplain areas.

Their solutions for property protection are many and span the gambit from public facilities to historic buildings to public housing. An example follows:

- Adopt voluntary standards for single-family residence construction that exceed minimal building code requirements for wind and seismic design
- Develop a voluntary set of specification that exceed minimal code to encourage builders and property owners to construct or retrofit their homes in a more hazard resistant manner
- Support demonstration projects where residents may learn how to protect their homes from hazard events
- Sponsor educational programs for design professionals, contractors, building code officials, insurance agents, etc, on regulations and codes
- Design new publicly owned buildings to exceed minimal hazard resistance design criteria
- Encourage lenders to provide low interest rate loans for the retrofitting of structures for hazard resistance
- Establish a volunteer network to assist elderly/infirm property owners with installing glazing protection when a hurricane warning is issued
- Develop educational materials to educate residents about hazard resistant construction techniques to protect property from hazard-related damage

The Charleston Region also boasts an annual Status Report for their Action Plan which follows the progress of proposed projects, which are assigned to a lead agency for responsibility in implementation. Overall, the Charleston Regional Hazard Mitigation Plan is a good example of comprehensive planning that takes into consideration growth, historic preservation and respect for the natural environment and its challenges.

Houston-Galveston Area Council, Texas

The Houston-Galveston Area Council (H-GAC) is a region-wide voluntary association of 133 local governments in a thirteen-county area spanning 12,500 square miles and containing approximately 5.4 million people. The regional emergency preparedness plan focuses on the structural framework of the inter-jurisdictional communication and governance in times of crisis response. This framework for regional and inter-jurisdictional collaboration contains several areas of emphasis:

- Communications protocol and interoperable communications equipment
- Special operations units and first responder teams
- Strategies for public works
- Strategies for public health
- Strategies for community outreach
- Strategies for use of federal, state, regional and local resources

Since the region covers a large geographic area, the approach has been to develop in-depth strategies focused on local first responder resources. In addition, the strategies are contained in a detailed handbook that provides guidance on uniform protocol, specific recommendations for improving local jurisdictional technology and training exercises, in order for the responder resources to function as an overall regional team. Handbooks have been developed both for first responder and elected officials.

The system has been developed to the point of organizing a Regional Incident Command System (RICS) which is a set of common procedures for organizing personnel, facilities, equipment and communications at the scene of the incident.

The Governor of Texas, Rick Perry, organized the *Governor's Task Force on Evacuation, Transportation and Logistics* to learn from the response and recovery of hurricanes Katrina and Rita. The task force's report documented several lessons learned and the highlights of their recommendations follow:

- Days of advance planning must precede a hurricane to insure the designation of a central authority to coordinate the many jurisdictions involved
- An organized command structure can help minimize miscommunication and missteps when multiple jurisdictions must work cooperatively
- Independent school districts play an integral role in evacuations, supplying trained drivers and transportation fleet for evacuations, and shelters along the evacuation route
- Local officials should identify and document special needs population as well as residences where medical or handicap vehicles may be required for evacuation
- State agencies and the private sector should develop a detailed plan to address fuel needs along major evacuation routes
- Traffic control plans need to detail contra-flow and remerged traffic options to provide guidance to state and county law-enforcement to prevent bottlenecks and allow access to medical and emergency personnel
- Targeted public outreach effort, extending beyond public service announcements, should occur throughout the entire period of hurricane risk.

The Task Force report also cited recommendations from the National Incident Management System (NIMS), the nationally accepted framework for planning and response to hazards. The NIMS recommends that a Regional Unified Command (RUC) structure be organized to better plan and manage evacuations. As a result of these recommendations, Governor Perry ordered statewide adoption of NIMS.

Summary

The review of approaches taken in the above cited States provides a range of ideas and recommended actions that are suitable to the situations and conditions of those particular places. These ideas, in conjunction with knowledge of Alabama and its existing conditions, are used as input for the development of recommendations that enhance the State's response and economic recovery from hazards.

Chapter 6. Capacity Development

The major economic development organizations for each of the 24 Katrina-impacted counties were analyzed to determine the capabilities of the organization and to identify needed training or technical assistance each organization might need to perform at a more effective level. The analysis was conducted by telephone interviews with organizational administrators and statewide organization association staff members. The following questions were utilized in the interviews:

Capacity Development Survey Questions (telephone survey)

1. What economic development programs or services does your organization provide?
2. What is the target service area for the economic development programs or services you provide?
3. How are you organized to provide the economic development services you offer?
4. In rank order, what do you need in terms of training, professional development or technical assistance to make your organization more effective in delivering your economic development services or programs?

Summary findings by county are noted below. Detailed agency information can be found in the Appendix.

Baldwin County:

South Alabama Regional Planning Commission

Capabilities: Aging programs, community development, employment and economic development, comprehensive planning and technical assistance.

Needed training or technical assistance and source(s) of assistance: Economic development process (Economic Development Association of Alabama/EDAA- CLEO/Community Leaders Educational Opportunity program); Alabama-specific economic development issues (Intensive Economic Development Training Course, Auburn University); Rural and small town economic development strategies (Your Town Alabama program); Economic development finance (EDAA-CLEO program; National Development Council- Economic Development Finance Course).

Baldwin County Economic Development Alliance

Capabilities: Business finance information, incentives, education and training for existing businesses and entrepreneurs.

Needed training or technical assistance and source(s) of assistance: Economic development finance (EDAA- CLEO program; National Development Council- Economic Development Finance Course); Alabama-specific economic development issues (Intensive Economic Development Training Course, Auburn University).

Alabama Gulf Coast Area Chamber of Commerce

Capabilities: Provides information regarding Baldwin County schools, economic development alliance, the cities of Gulf Shores, Orange Beach, emergency management agency, and retirement information. Also provides demographics information.

Needed training or technical assistance and sources(s) of assistance: Economic development basics (infrastructure requirements, steps in the development process, overview of recruiting, partners/roles in the economic development process)- Alabama Development Office (ADO), Chamber of Commerce Association of Alabama (CCAA), Business Council of Alabama (BCA); Working with existing businesses and industry interested in expansion- CCAA, ADO, BCA.

Central Baldwin Chamber of Commerce

Capabilities: Acts as a spokesperson for the business and professional community in the area and translates into action the group thinking of its members. The Chamber also has a direct relationship with other chambers and economic alliances in the county and area.

Needed training or technical assistance and source(s) of assistance: Economic development basics (infrastructure requirements, steps in the development process, overview of recruiting, partners/roles in the economic development process)- Alabama Development Office (ADO), Chamber of Commerce Association of Alabama (CCAA), Business Council of Alabama (BCA); Working with existing businesses and industry interested in expansion- CCAA, ADO, BCA.

Eastern Shore Chamber of Commerce

Capabilities: Provides information for visitors, works with businesses in the community to provide important information regarding financing, taxation, data regarding business growth. Maintains a relationship with SCORE, a group of retired businessmen and professionals, to aid other business people.

Needed training or technical assistance and sources(s) of assistance: Economic development basics (infrastructure requirements, steps in the development process, overview of recruiting, partners/roles in the economic development process)- Alabama Development Office (ADO), Chamber of Commerce Association of Alabama (CCAA), Business Council of Alabama (BCA); Working with existing businesses and industry interested in expansion- CCAA, ADO, BCA.

North Baldwin Chamber of Commerce

Capabilities: Represents Bay Minette, Blacksher, Bromley, Carpenter's Station, Clear Springs, Crossroads, Douglasville, Dyas, Gateswood, Hall's Fork, Horseneck Fork, Hurricane, Latham, Little River, Lottie, Perdido, Pine Grove, Phillipsville, Rabun, Stapleton, Steelwood, Stockton, Tensaw, Vaughn, White House Fork. Provides exposure for the surrounding cities, has demographic information, provides services from SCORE. Provides information regarding other chambers in the count as well as information regarding Economic Development alliances.

Needed training or technical assistance and source(s) of assistance: Economic development basics (infrastructure requirements, steps in the development process, overview of recruiting, partners/roles in the economic development process)- Alabama Development Office (ADO), Chamber of Commerce Association of Alabama (CCAA), Business Council of Alabama (BCA); Working with existing businesses and industry interested in expansion- CCAA, ADO, BCA.

South Baldwin Chamber of Commerce

Capabilities: Provides demographic information, tax information, and links to other economic alliances.

Needed training or technical assistance and source(s) of assistance: Economic development basics (infrastructure requirements, steps in the development process, overview of recruiting, partners/roles in the economic development process)- Alabama Development Office (ADO), Chamber of Commerce Association of Alabama (CCAA), Business Council of Alabama (BCA); Working with existing businesses and industry interested in expansion- CCAA, ADO, BCA.

Bibb County:

West Alabama Planning and Development Council

Capabilities: Aging services, community development, economic development, planning, technical assistance.

Needed training or technical assistance and source(s) of assistance: Economic development process (Economic Development Association of Alabama/EDAA- CLEO/Community Leaders Educational Opportunity program); Alabama-specific economic development issues (Intensive Economic Development Training Course, Auburn University); Rural and small town economic development strategies (Your Town Alabama program); Economic development finance (EDAA-CLEO program; National Development Council- Economic Development Finance Course).

West Alabama Chamber of Commerce

Capabilities: Provides information regarding demographics, development incentives, real estate, and business opportunities.

Needed training or technical assistance and source(s) of assistance: Economic development basics (infrastructure requirements, steps in the development process, overview of recruiting, partners/roles in the economic development process)- Alabama Development Office (ADO), Chamber of Commerce Association of Alabama (CCAA), Business Council of Alabama (BCA); Working with existing businesses and industry interested in expansion- CCAA, ADO, BCA.

Choctaw County:

Choctaw County Chamber of Commerce and Community Development Foundation

Capabilities: Provides economic and demographic information, development incentive information, real estate and business development opportunities.

Needed training or technical assistance and source(s) of assistance: Economic development basics (infrastructure requirements, steps in the development process, overview of industrial recruiting, roles of partner organizations in industrial recruiting)- Alabama Development Office (ADO), Chamber of Commerce Association of Alabama (CCAA), Business Council of Alabama (BCA).

Alabama-Tombigbee Regional Commission

Capabilities: Aging services, community development, economic development, community planning, technical assistance, rural transportation.

Needed training or technical assistance and source(s) of assistance: Alabama-specific economic development issues (Intensive Economic Development Training Course, Auburn University); Rural and small town economic development strategies (Your Town Alabama program).

Clarke County:

Alabama-Tombigbee Regional Commission

Capabilities: Aging services, community development, economic development, community planning, technical assistance, rural transportation.

Needed training or technical assistance and source(s) of assistance: Alabama-specific economic development issues (Intensive Economic Development Training Course, Auburn University); Rural and small town economic development strategies (Your Town Alabama program).

Clarke County Development Foundation

Capabilities: Offers information regarding properties available, inventory of companies in Clarke County, tax incentives and state economic development information.

Needed training or technical assistance and source(s) of assistance: Economic development basics (infrastructure requirements, steps in the development process, overview of recruiting, partners/roles in the economic development process) - Alabama Development Office (ADO), Chamber of Commerce Association of Alabama (CCAA), Business Council of Alabama (BCA).

Jackson Area Chamber of Commerce

Capabilities: Provides demographics information, real estate information, business assistance through workshops, counseling sessions and links to other chambers and economic alliances.

Needed training or technical assistance and source(s) of assistance: Rural and small town economic development issues (Your Town Alabama program); Economic development basics (infrastructure requirements, steps in the development process, overview of recruiting, partners/roles in the economic development process)- Alabama Development Office (ADO), Chamber of Commerce Association of Alabama (CCAA), Business Council of Alabama (BCA); Working with existing businesses and industry interested in expansion- CCAA, ADO, BCA.

Colbert County:

Northwest Alabama Council of Local Governments

Capabilities: Aging services, community development, economic development, planning, technical assistance, court referral assistance.

Needed training or technical assistance and source(s) of assistance: Alabama-specific economic development issues (Intensive Economic Development Training Course, Auburn University); Rural and small town economic development strategies (Your Town Alabama program); Economic development finance (EDAA- CLEO program; National Development Council- Economic Development Finance Course).

Shoals Economic Development Authority

Capabilities: Provides information regarding properties available, existing companies, tax incentives and tax information.

Needed training or technical assistance and source(s) of assistance: Economic development basics (infrastructure requirements, steps in the development process, overview of recruiting, partners/roles in the economic development process)- Alabama Development Office (ADO), Chamber of Commerce Association of Alabama (CCAA), Business Council of Alabama (BCA); Rural and small town economic development strategies (Your Town Alabama program); Economic development finance (EDAA- CLEO program; National Development Council- Economic Development Finance Course).

Shoals Chamber of Commerce

Capabilities: Provides information regarding demographics, also links to other sources for new or existing businesses to help with issues or concerns, relationship with SCORE, and financial information.

Needed training or technical assistance and source(s) of assistance: Economic development basics (infrastructure requirements, steps in the development process, overview of recruiting, partners/roles in the economic development process)- Alabama Development Office (ADO),

Chamber of Commerce Association of Alabama (CCAA), Business Council of Alabama (BCA); Working with existing businesses and industry interested in expansion- CCAA, ADO, BCA.

North Alabama Industrial Development Association (NAIDA)

Capabilities: Industrial recruiting, list of available industrial buildings and sites, demographic data and economic statistics (12-county service area).

Needed training or technical assistance and source(s) of assistance: Industrial recruiting strategies and approaches; marketing strategies for industrial buildings and sites; working with small towns and rural communities- Alabama Development Office (ADO), Economic Development Partnership of Alabama (EDPA), Your Town Alabama program.

Cullman County:

North-Central Alabama Regional Council of Governments

Capabilities: Aging services, community development, community planning and technical assistance.

Needed training or technical assistance and sources(s) of assistance: Alabama-specific economic development issues (Intensive Economic Development Training Course, Auburn University); Rural and small town economic development strategies (Your Town Alabama program); Economic development finance (EDAA- CLEO program; National Development Council- Economic Development Finance Course).

Cullman County Economic Development Office

Capabilities: Provides information regarding securing funding for projects and improvements.

Offers links to various websites regarding local and state agencies and county development.

Needed training or technical assistance and source(s) of assistance: Economic development finance (EDAA- CLEO program; National Development Council- Economic Development Finance Course); Alabama-specific economic development issues (Intensive Economic Development Training Course, Auburn University).

Cullman Economic Development Agency

Capabilities: Provides real estate information, tax and incentive information, and financial information. Also provides workforce information. Provides links to other valuable resources that are available.

Needed training or technical assistance and source(s) of assistance: Economic development basics (infrastructure requirements, steps in the development process, overview of recruiting, partners/roles in the economic development process)- Alabama Development Office (ADO), Chamber of Commerce Association of Alabama (CCAA), Business Council of Alabama (BCA); Working with existing businesses and industry interested in expansion- CCAA, ADO, BCA.

North Alabama Industrial Development Association (NAIDA)

Capabilities: Industrial recruiting, list of available industrial buildings and sites, demographic data and economic statistics (12-county service area).

Needed training or technical assistance and source(s) of assistance: Industrial recruiting strategies and approaches; marketing strategies for industrial buildings and sites; working with small towns and rural communities- Alabama Development Office (ADO), Economic Development Partnership of Alabama (EDPA), Your Town Alabama program.

Dallas County:

Alabama-Tombigbee Regional Commission

Capabilities: Aging services, community development, economic development, community planning, technical assistance, rural transportation.

Needed training or technical assistance and source(s) of assistance: Alabama-specific economic development issues (Intensive Economic Development Training Course, Auburn University); Rural and small town economic development strategies (Your Town Alabama program); Economic development finance (EDAA- CLEO program; National Development Council- Economic Development Finance Course).

Selma and Dallas County AL Economic Development Authority

Capabilities: Provides information regarding existing businesses, real estate information, financial information, and statistics. Economic development is aligned with the Alabama-Tombigbee Regional Commission. This agency works for various counties in AL to secure development.

Needed training or technical assistance and source(s) of assistance: Alabama-specific economic development issues (Intensive Economic Development Training Course, Auburn University); Economic development basics (infrastructure requirements, steps in the development process, overview of recruiting, partners/roles in the economic development process)- Alabama Development Office (ADO), Chamber of Commerce Association of Alabama (CCAA), Business Council of Alabama (BCA); Working with existing businesses and industry interested in expansion- CCAA, ADO, BCA.

Greene County:

West Alabama Planning and Development Council

Capabilities: Aging services, community development, economic development, planning, technical assistance.

Needed training or technical assistance and source(s) of assistance: Alabama-specific economic development issues (Intensive Economic Development Training Course, Auburn University); Rural and small town economic development strategies (Your Town Alabama program); Economic development finance (EDAA- CLEO program; National Development Council- Economic Development Finance Course).

West Alabama Chamber of Commerce

Capabilities: Provides information regarding demographics, development, incentives, real estate, and business opportunities.

Needed training or technical assistance and source(s) of assistance: Economic development basics (infrastructure requirements, steps in the development process, overview of recruiting, partners/roles in the economic development process)- Alabama Development Office (ADO), Chamber of Commerce Association of Alabama (CCAA), Business Council of Alabama (BCA); Working with existing businesses and industry interested in expansion- CCAA, ADO, BCA.

Greene County Industrial Development Board

Capabilities: Provides information regarding labor force, taxes, financial information, incentives, real estate information, and links to other resources.

Needed training or technical assistance and source(s) of assistance: Alabama-specific economic development issues (Intensive Economic Development Training Course, Auburn University); Economic development basics (infrastructure requirements, steps in the development process, overview of recruiting, partners/roles in the economic development process)- Alabama Development Office (ADO), Chamber of Commerce Association of Alabama (CCAA), Business Council of Alabama (BCA); Working with existing businesses and industry interested in expansion- CCAA, ADO, BCA.

Hale County:

West Alabama Planning and Development Council

Capabilities: Aging services, community development, economic development, planning, technical assistance.

Needed training or technical assistance and source(s) of assistance: Economic development process (Economic Development Association of Alabama/EDAA- CLEO/Community Leaders Educational Opportunity program); Alabama-specific economic development issues (Intensive Economic Development Training Course, Auburn University); Rural and small town economic development strategies (Your Town Alabama program); Economic development finance (EDAA- CLEO program; National Development Council- Economic Development Finance Course).

West Alabama Chamber of Commerce

Capabilities: Provides information regarding demographics, development, incentives, real estate, and business opportunities.

Needed training or technical assistance and source(s) of assistance: Economic development basics (infrastructure requirements, steps in the development process, overview of recruiting, partners/roles in the economic development process)- Alabama Development Office (ADO), Chamber of Commerce Association of Alabama (CCAA), Business Council of Alabama (BCA); Working with existing businesses and industry interested in expansion- CCAA, ADO, BCA.

Jefferson County:

Regional Planning Commission of Greater Birmingham

Capabilities: Aging programs/services, community development, economic development, community planning and technical assistance.

Needed training or technical assistance and source(s) of assistance:

Jefferson County Office of Economic Development and Industrial Development Authority

Capabilities: Provides information regarding business loans, incentives, tax information, and information regarding the county.

Needed training or technical assistance and source(s) of assistance: Economic development finance (EDAA- CLEO program; National Development Council- Economic Development Finance Course).

Birmingham, AL: Office of Economic Development (part of the Mayor's Office)

Capabilities: Provides services regarding financial information, agencies to support economic growth, and answers questions regarding issues of economic growth.

Needed training or technical assistance and source(s) of assistance: Alabama-specific economic development issues (Intensive Economic Development Training Course, Auburn University); Working with existing businesses and industry interested in expansion- CCAA, ADO, BCA.

Birmingham Regional Chamber of Commerce

Capabilities: Offers a range of information regarding finances, business forms, contacts, and a team of people to help businesses relocate or succeed. Also provides research information regarding demographics and other information that potential businesses would need.

Needed training or technical assistance and source(s) of assistance: Economic development basics (infrastructure requirements, steps in the development process, overview of recruiting, partners/roles in the economic development process)- Alabama Development Office (ADO), Chamber of Commerce Association of Alabama (CCAA), Business Council of Alabama (BCA); Working with existing businesses and industry interested in expansion- CCAA, ADO, BCA.

Gardendale Chamber of Commerce

Capabilities: Provides information for prospective residents, also offers demographic information and links to other area chambers.

Needed training or technical assistance and source(s) of assistance: Economic development basics (infrastructure requirements, steps in the development process, overview of recruiting, partners/roles in the economic development process)- Alabama Development Office (ADO), Chamber of Commerce Association of Alabama (CCAA), Business Council of Alabama (BCA); Working with existing businesses and industry interested in expansion- CCAA, ADO, BCA.

Hoover Chamber of Commerce

Capabilities: Provides information and assistance to new and existing businesses in Hoover and links to other agencies in the Birmingham area, as well as state agencies that can provide assistance to businesses. Through the website, promotes businesses located in the Hoover area. The Chamber has an Economic Development Committee.

Needed training or technical assistance and source(s) of assistance: Economic development basics (infrastructure requirements, steps in the development process, overview of recruiting, partners/roles in the economic development process)- Alabama Development Office (ADO), Chamber of Commerce Association of Alabama (CCAA), Business Council of Alabama (BCA); Working with existing businesses and industry interested in expansion- CCAA, ADO, BCA.

Lamar County:

West Alabama Planning and Development Council

Capabilities: Aging services, community development, economic development, planning, technical assistance.

Needed training or technical assistance and source(s) of assistance: Economic development process (Economic Development Association of Alabama/EDAA- CLEO/Community Leaders Educational Opportunity program); Alabama-specific economic development issues (Intensive Economic Development Training Course, Auburn University); Rural and small town economic development strategies (Your Town Alabama program); Economic development finance (EDAA-CLEO program; National Development Council- Economic Development Finance Course).

West Alabama Chamber of Commerce

Capabilities: Provides information regarding demographics, development incentives, real estate, and business opportunities.

Needed training or technical assistance and source(s) of assistance: Economic development basics (infrastructure requirements, steps in the development process, overview of recruiting, partners/roles in the economic development process)- Alabama Development Office (ADO), Chamber of Commerce Association of Alabama (CCAA), Business Council of Alabama (BCA); Working with existing businesses and industry interested in expansion- CCAA, ADO, BCA.

West Alabama Economic Development Agency

Capabilities: Provides information regarding demographics, available properties, incentives, and financial information.

Needed training or technical assistance and source(s) of assistance: Alabama-specific economic development issues (Intensive Economic Development Training Course, Auburn University); Working with existing businesses and industry interested in expansion- CCAA, ADO, BCA.

Lauderdale County:

Northwest Alabama Council of Local Governments

Capabilities: Aging services, community development, economic development, planning, technical assistance, court referral assistance.

Needed training or technical assistance and source(s) of assistance: Economic development process (Economic Development Association of Alabama/EDAA- CLEO/Community Leaders Educational Opportunity program); Alabama-specific economic development issues (Intensive Economic Development Training Course, Auburn University); Rural and small town economic development strategies (Your Town Alabama program); Economic development finance (EDAA-CLEO program; National Development Council- Economic Development Finance Course).

Shoals Economic Development Authority

Capabilities: Provides information regarding properties available, existing companies, tax incentives and tax information.

Needed training or technical assistance and source(s) of assistance: Alabama-specific economic development issues (Intensive Economic Development Training Course, Auburn University); Working with existing businesses and industry interested in expansion- CCAA, ADO, BCA.

North Alabama Industrial Development Association (NAIDA)

Capabilities: Industrial recruiting, list of available industrial buildings and sites, demographic data and economic statistics (12-county service area).

Needed training or technical assistance and source(s) of assistance: Industrial recruiting strategies and approaches; marketing strategies for industrial buildings and sites; working with small towns and rural communities- Alabama Development Office (ADO), Economic Development Partnership of Alabama (EDPA), Your Town Alabama program.

Madison County:

Top of Alabama Regional Council of Governments

Capabilities: Aging services, community development, economic development, community planning and technical assistance.

Needed training or technical assistance and source(s) of assistance: Working with small towns and rural communities (Your Town Alabama program); Alabama-specific economic development issues (Intensive Economic Development Training Course, Auburn University); Economic development and comprehensive planning (Alabama Chapter- American Planning Association/University of North Alabama training courses); Regional economic development issues (Alabama Association of Regional Councils annual training conference).

Chamber of Commerce of Huntsville/Madison County

Capabilities: Provides real estate information, financial information, tax information for potential businesses.

Needed training or technical assistance and source(s) of assistance: Economic development basics (infrastructure requirements, steps in the development process, overview of recruiting, partners/roles in the economic development process)- Alabama Development Office (ADO), Chamber of Commerce Association of Alabama (CCAA), Business Council of Alabama (BCA); Working with existing businesses and industry interested in expansion- CCAA, ADO, BCA.

North Alabama Industrial Development Association (NAIDA)

Capabilities: Industrial recruiting, list of available industrial buildings and sites, demographic data and economic statistics (12-county service area).

Needed training or technical assistance and source(s) of assistance: Industrial recruiting strategies and approaches; marketing strategies for industrial buildings and sites; working with small towns and rural communities- Alabama Development Office (ADO), Economic Development Partnership of Alabama (EDPA), Your Town Alabama program.

Marengo County:

Alabama-Tombigbee Regional Commission

Capabilities: Aging services, community development, economic development, community planning, technical assistance, rural transportation.

Needed training or technical assistance and source(s) of assistance: Economic development process (Economic Development Association of Alabama/EDAA- CLEO/Community Leaders Educational Opportunity program); Alabama-specific economic development issues (Intensive Economic Development Training Course, Auburn University); Rural and small town economic development strategies (Your Town Alabama program); Economic development finance (EDAA-CLEO program; National Development Council- Economic Development Finance Course).

Demopolis Industrial Development Board

Capabilities: Provides information regarding demographics and available real estate.

Needed training or technical assistance and source(s) of assistance: Alabama-specific economic development issues (Intensive Economic Development Training Course, Auburn University); Working with existing businesses and industry interested in expansion- CCAA, ADO, BCA.

Marion County:

Northwest Alabama Council of Local Governments

Capabilities: Aging services, community development, economic development, planning, technical assistance, court referral assistance.

Needed training or technical assistance and source(s) of assistance: Economic development process (Economic Development Association of Alabama/EDAA- CLEO/Community Leaders Educational Opportunity program); Alabama-specific economic development issues (Intensive Economic Development Training Course, Auburn University); Rural and small town economic development strategies (Your Town Alabama program); Economic development finance (EDAA-CLEO program; National Development Council- Economic Development Finance Course).

Community Development Foundation

Capabilities: Provides information regarding real estate properties, incentives, demographics and information for Marion County.

Needed training or technical assistance and source(s) of assistance: Alabama-specific economic development issues (Intensive Economic Development Training Course, Auburn University); Economic development finance (EDAA- CLEO program; National Development Council- Economic Development Finance Course).

Guin Industrial Development Board

Capabilities: Provides real estate information and demographic information regarding the county and surrounding area.

Needed training or technical assistance and source(s) of assistance: Alabama-specific economic development issues (Intensive Economic Development Training Course, Auburn University); Economic development finance (EDAA- CLEO program; National Development Council- Economic Development Finance Course).

Hamilton Chamber of Commerce

Capabilities: Provides information for established businesses and prospective businesses, offers links to agencies, and promotes economic development.

Needed training or technical assistance and source(s) of assistance: Economic development basics (infrastructure requirements, steps in the development process, overview of recruiting, partners/roles in the economic development process)- Alabama Development Office (ADO), Chamber of Commerce Association of Alabama (CCAA), Business Council of Alabama (BCA); Working with existing businesses and industry interested in expansion- CCAA, ADO, BCA.

Mobile County:

South Alabama Regional Planning Commission

Capabilities: Aging programs, community development, employment and economic development, comprehensive planning and technical assistance.

Needed training or technical assistance and source(s) of assistance: Economic development process (Economic Development Association of Alabama/EDAA- CLEO/Community Leaders Educational Opportunity program); Alabama-specific economic development issues (Intensive Economic Development Training Course, Auburn University); Rural and small town economic development strategies (Your Town Alabama program); Economic development finance (EDAA-CLEO program; National Development Council- Economic Development Finance Course).

Mobile Area Chamber of Commerce

Capabilities: Provides information regarding real estate, financial information and incentive plans, international trade opportunities, demographics, and information about the area.

Needed training or technical assistance and source(s) of assistance: Alabama-specific economic development issues (Intensive Economic Development Training Course, Auburn University).

Chickasaw Chamber of Commerce

Capabilities: Offers lists of all businesses located in city.

Needed training or technical assistance and source(s) of assistance: Economic development basics (infrastructure requirements, steps in the development process, overview of recruiting, partners/roles in the economic development process)- Alabama Development Office (ADO), Chamber of Commerce Association of Alabama (CCAA), Business Council of Alabama (BCA); Working with existing businesses and industry interested in expansion- CCAA, ADO, BCA.

Monroe County:

Alabama-Tombigbee Regional Commission

Capabilities: Aging services, community development, economic development, community planning, technical assistance, rural transportation.

Needed training or technical assistance and source(s) of assistance: Economic development process (Economic Development Association of Alabama/EDAA- CLEO/Community Leaders Educational Opportunity program); Alabama-specific economic development issues (Intensive Economic Development Training Course, Auburn University); Rural and small town economic development strategies (Your Town Alabama program); Economic development finance (EDAA-CLEO program; National Development Council- Economic Development Finance Course).

Monroeville Chamber of Commerce

Capabilities: Provides demographic information and also commercial real estate information; economic development is aligned with the Alabama –Tombigbee Regional Commission.

Needed training or technical assistance and source(s) of assistance: Economic development basics (infrastructure requirements, steps in the development process, overview of recruiting, partners/roles in the economic development process)- Alabama Development Office (ADO), Chamber of Commerce Association of Alabama (CCAA), Business Council of Alabama (BCA); Working with existing businesses and industry interested in expansion- CCAA, ADO, BCA.

Perry County:

Alabama-Tombigbee Regional Commission

Capabilities: Aging services, community development, economic development, community planning, technical assistance, rural transportation.

Needed training or technical assistance and source(s) of assistance: Economic development process (Economic Development Association of Alabama/EDAA- CLEO/Community Leaders Educational Opportunity program); Alabama-specific economic development issues (Intensive Economic Development Training Course, Auburn University); Rural and small town economic development strategies (Your Town Alabama program); Economic development finance (EDAA-CLEO program; National Development Council- Economic Development Finance Course).

Perry County Chamber of Commerce

Capabilities: Provides demographic information and also commercial real estate information; economic development is aligned with the Alabama –Tombigbee Regional Commission.
Needed training or technical assistance and source(s) of assistance: Economic development basics (infrastructure requirements, steps in the development process, overview of recruiting, partners/roles in the economic development process)- Alabama Development Office (ADO), Chamber of Commerce Association of Alabama (CCAA), Business Council of Alabama (BCA); Working with existing businesses and industry interested in expansion- CCAA, ADO, BCA.

Pickens County:

West Alabama Planning and Development Council

Capabilities: Aging services, community development, economic development, planning, technical assistance.
Needed training or technical assistance and source(s) of assistance: Economic development process (Economic Development Association of Alabama/EDAA- CLEO/Community Leaders Educational Opportunity program); Alabama-specific economic development issues (Intensive Economic Development Training Course, Auburn University); Rural and small town economic development strategies (Your Town Alabama program); Economic development finance (EDAA-CLEO program; National Development Council- Economic Development Finance Course).

West Alabama Chamber of Commerce

Capabilities: Provides information regarding demographics, development, incentives, real estate, and business opportunities.
Needed training or technical assistance and source(s) of assistance: Advanced economic development financing (National Development Council- Economic Development Finance Course); Alabama-specific economic development issues (Intensive Economic Development Training Course, Auburn University).

West Alabama Economic Development Agency

Capabilities: Provides information regarding demographics, available properties, incentives, and financial information.
Needed training or technical assistance and source(s) of assistance: Alabama-specific economic development issues (Intensive Economic Development Training Course, Auburn University); Economic development finance (EDAA- CLEO program; National Development Council- Economic Development Finance Course).

Sumter County:

Alabama-Tombigbee Regional Commission

Capabilities: Aging services, community development, economic development, community planning, technical assistance, rural transportation.
Needed training or technical assistance and source(s) of assistance: Economic development process (Economic Development Association of Alabama/EDAA- CLEO/Community Leaders Educational Opportunity program); Alabama-specific economic development issues (Intensive Economic Development Training Course, Auburn University); Rural and small town economic development strategies (Your Town Alabama program); Economic development finance (EDAA-CLEO program; National Development Council- Economic Development Finance Course).

Tuscaloosa County:

West Alabama Planning and Development Council

Capabilities: Aging services, community development, economic development, planning, technical assistance.

Needed training or technical assistance and source(s) of assistance: Economic development process (Economic Development Association of Alabama/EDAA- CLEO/Community Leaders Educational Opportunity program); Alabama-specific economic development issues (Intensive Economic Development Training Course, Auburn University); Rural and small town economic development strategies (Your Town Alabama program); Economic development finance (EDAA-CLEO program; National Development Council- Economic Development Finance Course).

Tuscaloosa Chamber of Commerce

Capabilities: Provides information regarding demographics, development, incentives, real estate, and business opportunities.

Needed training or technical assistance and source(s) of assistance: Advanced economic development finance (National Development Council- Economic Development Finance Course); Alabama-specific economic development issues (Intensive Economic Development Training Course, Auburn University).

Tuscaloosa County Industrial Development Authority

Capabilities: Provides services for cities of Tuscaloosa, Northport, Brookwood, Vance, Coaling, Lakeview, and Coker. Involved in industrial recruitment and expansion of existing businesses in Tuscaloosa County. Offers information regarding finances, site selections, and incentives.

Needed training or technical assistance and source(s) of assistance: Alabama-specific economic development issues (Intensive Economic Development Training Course, Auburn University); Economic development finance (EDAA- CLEO program; National Development Council- Economic Development Finance Course).

Washington County:

Alabama-Tombigbee Regional Commission

Capabilities: Aging services, community development, economic development, community planning, technical assistance, rural transportation.

Needed training or technical assistance and source(s) of assistance: Economic development process (Economic Development Association of Alabama/EDAA- CLEO/Community Leaders Educational Opportunity program); Alabama-specific economic development issues (Intensive Economic Development Training Course, Auburn University); Rural and small town economic development strategies (Your Town Alabama program); Economic development finance (EDAA-CLEO program; National Development Council- Economic Development Finance Course).

Wilcox County:

Alabama-Tombigbee Regional Commission

Capabilities: Aging services, community development, economic development, community planning, technical assistance, rural transportation.

Needed training or technical assistance and source(s) of assistance: Economic development process (Economic Development Association of Alabama/EDAA- CLEO/Community Leaders Educational Opportunity program); Alabama-specific economic development issues (Intensive

Economic Development Training Course, Auburn University); Rural and small town economic development strategies (Your Town Alabama program); Economic development finance (EDAA-CLEO program; National Development Council- Economic Development Finance Course).

Wilcox County Economic Development

Capabilities: Economic development is aligned with the Alabama-Tombigbee Regional Commission. Focuses on economic development for Wilcox County.

Needed training or technical assistance and source(s) of assistance: Economic development basics (infrastructure requirements, steps in the development process, overview of recruiting, partners/roles in the economic development process)- Alabama Development Office (ADO), Chamber of Commerce Association of Alabama (CCAA), Business Council of Alabama (BCA); Working with existing businesses and industry interested in expansion- CCAA, ADO, BCA.

Wilcox Area Chamber of Commerce

Capabilities: Provides information regarding the Renewal Community tax incentives and county demographic data.

Needed training or technical assistance and source(s) of assistance: Economic development basics (infrastructure requirements, steps in the development process, overview of recruiting, partners/roles in the economic development process)- Alabama Development Office (ADO), Chamber of Commerce Association of Alabama (CCAA), Business Council of Alabama (BCA); Working with existing businesses and industry interested in expansion- CCAA, ADO, BCA.

Winston County:

Industrial Development Authority of Winston County

Capabilities: Assistance for existing industries; industrial recruiting.

Needed training or technical assistance and source(s) of assistance: Alabama-specific economic development issues (Intensive Economic Development Training Course, Auburn University); Economic development finance (EDAA- CLEO program; National Development Council- Economic Development Finance Course).

Northwest Alabama Council of Local Governments

Capabilities: Aging services, community development, economic development, planning, technical assistance, court referral assistance.

Needed training or technical assistance and source(s) of assistance: Economic development process (Economic Development Association of Alabama/EDAA- CLEO/Community Leaders Educational Opportunity program); Alabama-specific economic development issues (Intensive Economic Development Training Course, Auburn University); Rural and small town economic development strategies (Your Town Alabama program); Economic development finance (EDAA-CLEO program; National Development Council- Economic Development Finance Course).

North Alabama Industrial Development Association (NAIDA)

Capabilities: Industrial recruiting, list of available industrial buildings and sites, demographic data and economic statistics (12-county service area).

Needed training or technical assistance and source(s) of assistance: Industrial recruiting strategies and approaches; marketing strategies for industrial buildings and sites; working with small towns and rural communities- Alabama Development Office (ADO), Economic Development Partnership of Alabama (EDPA), Your Town Alabama program.

Summary of Capacity Development Needs by Organization Type

Based on the findings of the capacity development survey, the rank-ordered needs for each organization type are summarized below:

- **Regional Planning and Development Commissions**
 1. Alabama-specific economic development issues (how to address or respond to Alabama-specific or region-specific economic development issues)
 2. Economic development finance
 3. Rural and small town economic development approaches and strategies
 4. Understanding the basics of economic development and the economic development process
- **Chambers of Commerce**
 1. Basics of community infrastructure (water, sewer, electricity, etc.)- general understanding of how community infrastructure works
 2. Understanding of the basics of the economic development process- business and industrial recruiting, chamber roles in the development process, etc.
 3. Working with existing businesses and industries
 4. Alabama-specific economic development issues (how to address and respond to Alabama-specific economic development issues)
- **Economic Development Alliances, Foundations, Authorities, Offices, Agencies, and Boards**
 1. Economic development finance
 2. Understanding the basics of the economic development process
 3. Alabama-specific economic development issues (how to address and respond to Alabama-specific economic development issues)
 4. Rural and small town economic development approaches and strategies

Chapter 7. Recommendations

Through the research and analysis process that resulted in this document, the research team had the opportunity to review a broad and detailed range of information. This information included not only the data collected and developed by the team specifically for the scope of work for this project; but, also, the comprehensive economic development strategies of the various regions, the hazard mitigation plans statewide, the contracted studies on housing, and the reports of existing conditions and recovery plans that were developed post-Katrina.

This process has informed the research team, providing insight and ideas to improve and enhance Alabama's capabilities of mitigating hazards. Our recommendations follow:

Build local capacity through leadership development, strategic planning and training

Provide workshops and discussion forums for local elected officials and citizens in order to have better informed local decision making related to mitigation, response, and recovery.

Emphasize the importance of local and regional collaboration for citizen education, disaster mitigation planning, inter-agency communication and rapid deployment of assistance.

Improve *Communication* on Hazard Mitigation at all levels

Create an easily navigated and user friendly website that houses essential information, with a clickable map and easy to understand terms, in order to assist citizens to access information on local assistance and basic information about mitigation, rescue and recovery.

Provide expanded access to Hazard Mitigation information by cross-listing local, county and statewide plans on various website portals. Utilize graphics and summaries to easily communicate essential information.

Enhance the statewide network of professionals and agencies that contribute to the Hazard Mitigation system by developing environmental, natural, and historic resource components.

Encourage collaboration on education, outreach and communication between counties and regions.

Design a public information and marketing campaign focused on citizens that provides basic information on mitigation, rescue and recovery at the local level, and a website address that leads them to a source that provides more in-depth information.

Build *Disaster Resistant* Infrastructure

Develop a network for regional collaboration for infrastructure development.

Promote disaster resistant infrastructure as a long-term strategy with an emphasis on utilities and communication systems. Encourage strategic planning, and public and private partnerships to support implementation.

Provide better level of services and support to remote and less developed areas by increasing access to communication networks such as wireless, broadband, and cellular.

Evaluate and adopt best practices for replacement infrastructure. Use rebuilding as the opportunity to upgrade systems rather than restore substandard and inadequate systems.

Improve Local Resistance to Natural Disasters

Develop a regional team that has the ability to provide education, training and planning support to local communities. This team is knowledgeable on local, county, regional and state protocol and can direct local citizens and elected officials to appropriate resources.

Encourage local responsibility for shelters and require an action plan to protect vulnerable populations. In addition to the county level, communities and towns should assess their facilities to determine adequacy as storm shelters; and if they are lacking, a plan should be developed in tandem with the county to remedy the situation.

Encourage local responsibility for citizen preparedness. Consider adding information and training materials to the k-12 curriculum (similar to fire prevention week).

Through the State of Alabama Building Commission, develop minimum statewide building-related codes to encourage the construction of hazard resistant public buildings.

Provide information and training on these standards to elected officials, planners and through professional associations aimed at the building and design trades.

Encourage local utilities, water and sewer systems to enhance the hazard resistance of these critical assets.

Identify technical and financial resources to assist implementation of local initiatives. Provide training on accessing these resources.

Develop state level incentives (tax credits, matching funds pool, etc) to support implementation.

Improve Information on Existing Conditions and Future Development Needs

Develop a network for regional collaboration for the development of information on existing conditions and development needs.

Develop standards for information, formats and process for the collection and analysis of existing conditions data.

Utilize geographical information mapping systems (GIS) to illustrate existing conditions of infrastructure and economic assets (roads, water systems, sewerage systems, airports, water ports, industrial parks).

Develop comprehensive land use and natural resources plans at the county and regional levels. Involve citizens, elected officials, professional staff and experienced planners in the planning process.

Develop databases of inventoried information and mechanism to share data with appropriate entities (agencies, public bodies, utilities, etc).

Encourage local, county and regional decision makers to review this information in a forum setting on a scheduled periodic basis.

Improve Economic Response and Recovery from Natural Disasters and Economic Downturns

Establish a state-level planning organization with legislative authority to:

- Coordinate local and regional plans
- Develop and implement state-wide plans
- Recommend and monitor state-wide policies regarding building standards, land use, and infrastructure development.

Designate a network of professionals and specialists (economic development, environment, natural resources, planning) who are responsible for improving and updating plans at all levels.

Set minimum standards and protocol of base information and planning needed at the local, county and regional level.

Encourage strategic planning focused on economic development, to include recovery, at the local, county and regional level. Encourage involvement of broad-based citizenry, elected officials, professional staff and professional planning resources.

Review the plans at the local and regional level on an annual basis to determine needs and progress towards implementation.

Promote More Efficient Use of Available Existing Buildings, Sites, Facilities and Infrastructure

Create and maintain a database that inventories available facilities that is accessible to public and private development organizations.

Design state incentives to promote productive reuse and redevelopment of stagnant buildings.

Educate planners, elected officials and development organizations on re-development opportunities and the use of financial and federal tools (Brownfield resources, tax credits, historic designation, bond and other financing options).

APPENDIX - METHODOLOGY

Existing Conditions Review

The existing condition review is a socioeconomic assessment of the project impact area using selected economic and demographic variables. The specific variables are labor force, population, unemployment rate, per capita income, average wage per job, number of firms (all registered economic entities), employment, and economic output. We use firms and economic entities interchangeably in this report. The review involved data collection and analysis of the region's current condition and historical trends by county. The main sources of data for the review are Alabama Department of Industrial Relations (ADIR), Global Insight, Dun & Bradstreet, U.S. Bureau of Economic Analysis (BEA), U.S. Bureau of Labor Statistics (BLS), and U.S. Census Bureau.

Population Projections

Population projections are generated using an in-house cohort-component model developed by the Center for Business and Economic Research (CBER). The model is driven by measured demographic change including population growth (or decline) between 1990 and 2000 and recent county birth and death rates. Any remaining population change is assumed to be the result of migration as people move into and out of the county during the decade. Net migration is calculated as the residual between the 2000 Census count and the 1990 tally after adding births between 1990 and 2000 and subtracting deaths. Announced changes in group quarter population and permitted and ongoing real estate developments are also taken into consideration.

Assumptions about future migration trends are key factors in the projections process. Age groups which have been experiencing strong in-migration are unlikely to see in-migration continue at the same rate, so migration expectations for these cohorts are generally dampened during each five-year projection period. Similarly, age groups having more residents move out than in will likely not experience the same level of out-migration in the future. The demographics of aging will naturally come into play to dampen population growth, with the number and percent of population 65 and over increasing rapidly as the first of the baby boom generation enter this age group in 2011.

Since recent population estimates data are available, population projections have been modified to account for the trend between April 1, 2000 and July 1, 2005 using Census Bureau estimates. Annual rates of change are calculated for the various age groupings for this time period and used in the projections model, which works in five-year increments.

Economic Forecasts

Economic output and employment forecasts of the county economies are made to 2030 in five-year increments at the one-digit SIC level. County versions of the Alabama Econometric Model (AEM) are used to make the economic forecasts. The AEM is developed by CBRE based on Global Insight's macroeconomic forecasting model. At the one-digit SIC level, the sectors are (in parentheses are the two-digit SIC industries that make up the sector and in some cases an acronym):

Agriculture, Fisheries, Forestry, and Farming (AFFF, SIC 01-09);
Mining (SIC 10-14);

Construction (SIC 15-17);
 Manufacturing (SIC 20-39);
 Transportation, Communications, and Utilities (TCPU, SIC 40-49);
 Wholesale and Retail Trade (SIC 50-59);
 Finance, Insurance, and Real Estate (FIRE, SIC 60-67);
 Services (SIC 70-89);
 Government (SIC 91-97);

AEM is a simultaneous equation model with more than 250 equations, including approximately 230 stochastic equations and 38 identities. The simultaneous equation structure captures the interrelationships and feedbacks among economic variables and provides consistent measures of economic activity across all sectors of the state economy, including the gross state product (GSP), employment, wage rates, and income. This consistency is achieved because all of the equations included in the model are solved simultaneously. Simultaneous equation econometric models are based on sound statistical methodology that enables the testing of estimated structural relationships. These models are powerful tools for regional economic forecasting and economic impact analysis because they represent a compromise between simplistic economic base models and detailed input-output models. AEM consists of five major components or blocks, each consisting of a set of equations for every major sector and industry in the state economy.

Output Block. This models gross output in 1996 dollars (real gross output) for the major sectors. In general, the component of GSP originating from a state sector is influenced by the national counterpart, aggregate state demand as represented by total real personal income, and competitive factors such as the relative tax burden and the relative wage rate. U.S. output and state total personal income are positively related to output. Typically, a negative relationship exists with the relative tax burden variable as higher state and local taxes reduce output. A lower relative wage rate tends to increase investment and production. Total GSP is obtained through the use of an identity that sums up each sector's output. The general functional form of the output equation is:

State sector real output = $F(\text{U.S. same sector output, relative sector wage rate, relative tax burden, ...})$

For sectors such as trade and finance, insurance, and real estate (FIRE), the state real personal income could be a better driving force of the output variable because internal demand tends to play a stronger role. The final selection of independent variables for the output equation depends on model fitness and is therefore determined empirically. Use of state real personal income as the driving variable introduces more feedback effects in the model through the output-employment-income relationship.

Employment Block. This block models demand for labor. Each sector's wage and salary employment is derived from its real gross output and real wage rate. Theoretically, real gross output should be positively related to employment, while the real wage rate has a negative relationship. The total state wage and salary employment is obtained as the sum of the employment for each sector. The general functional form of the employment equation is:

State sector wage and salary employment = $F(\text{Same state sector real output, real sector wage rate, ...})$

Unemployment Rate. State unemployment rate is typically a function of the U.S. unemployment rate and total state employment or the change in total state employment. The state unemployment rate is positively related to the U.S. unemployment rate and negatively related to the level of state employment or the change in total state employment, as rising employment creates additional aggregate demand generating downward pressure on unemployment. The general functional form of the unemployment rate equation is:

$$\text{State unemployment rate} = F(\text{U.S. unemployment rate, change in or actual state total employment, ...})$$

Wage Rates. Each sector's wage rate is explained by the corresponding U.S. sector wage rate and the state unemployment rate. While the state wage rate has a tendency to move together with the U.S. wage rate, its rise can be tempered by a high state unemployment rate. The general functional form of the wage rate equation is:

$$\text{State sector wage rate} = F(\text{corresponding U.S. sector wage rate, state unemployment rate,...})$$

Income Block. Wages and salary income is obtained by multiplying wages and salary employment by the wage rate for each sector and then summing up across the sectors. Other income categories such as dividends, interest, and rent; transfer payments; other labor income; proprietors' income; and adjustment for residence are driven by their national level counterparts. The general functional form of the income equations are:

$$\text{State income category} = F(\text{The Corresponding U.S. Income Category, ...}).$$

Total personal income is the sum of total wages and salary income and the other income categories. Very often total personal income, deflated by the GNP price deflator, is used to drive the output variables of such sectors as construction, TCPU, FIRE, and services.

Economic Impact

Economic impact analysis measures the effects of a specific economic activity or event on a specified geographic area. Examples include the economic impact of a proposed industrial plant on a state or county; the economic impact of an existing industry; and the economic impact of closing a military installation on a state, county, or city. In some cases, federal laws, as well as state and local regulations, require economic impact studies prior to the implementation of a particular policy (relocation of an economic activity, changes in zoning ordinance, etc.). Whatever the justification, impact studies are designed to provide information for instituting policies to mitigate potential negative impacts, and/or facilitate any positive economic impacts. Economic impact analysis is therefore an important decision making tool which can enhance the quality of decisions made, as well as the decision making process in both public and private sectors.

The analysis typically focuses on one or more of the major economic indicators: output, employment, and income. The purpose of an impact study usually determines which socioeconomic variable(s) should be monitored. In this study, the primary focus is on all three major indicators and the consequent changes in tax revenues: income, property, and sales taxes.

Economic impacts can be classified into two types: direct and indirect impacts. Direct impacts are those that are most obvious and include the wages and salaries of the employees who work directly for a firm or industry, as well as all other expenditures of the firm or industry, including taxes and profits. Indirect economic impacts, often referred to as the “ripple” or “multiplier” effects, occur because of the additional demands arising from new income and expenditures for inputs and products related to the activity under study. The spending activity of supplier organizations and employees may create a demand for the output of the firm or industry under study, creating further economic impacts, also known as induced impacts. For example, a road contractor creates an indirect impact on wholesale and retail industries through purchases of supplies, etc. These trade industries purchase electricity and products from manufacturing industries that also use power. The electricity industry in turn, working with property developers may contract with the road contractor for roads in a new development. Economic impacts include these induced impacts. The combined direct, indirect, and induced effects constitute the total economic impact of the organization being studied. The ratio of the total economic impact to the direct is the multiplier that can be used to summarize the economic effects of the organization on the region or area of focus.

Economic relationships do not obey strict geographic boundaries; workers and their incomes, and industry purchases flow across these boundaries enabled by transportation and communication. Thus a portion of the indirect effects of purchases or expenditures may occur beyond the boundaries of the specified region. Such occurrences are called *leakages*, as opposed to *linkages* (supplier-purchaser relationships) within the region. In general a small geographic area will have a small *absolute* economic impact due to a high likelihood of leakage. A large region will have a larger absolute economic impact, but a smaller *relative* economic impact of an individual firm or industry on that area. The closure of one plant within a state, for example, may have only a small relative impact even if the plant employs thousands of workers; the absolute impact could be very large. The important point is that the effect or size of the economic impact is influenced by the size of the study area. If the area is too broadly defined, the relative impact will be small. If narrowly defined, the relative impact will be large.

Several methodological approaches are used in estimating economic impacts. These include the construction of econometric models, economic base models, and input-output (I-O) models. Econometric models can be very costly and time-consuming to build. Economic base models require a very detailed set of information that is sometimes not available. The other methodological approaches generate slightly smaller multipliers than I-O models because of assumptions on factors such as input substitution and optimization behavior by economic agents.

The I-O modeling framework is used in this study. The technique generates multipliers for the economic activity of interest by focusing on economic interactions among all industries and all other economic transactions in the specified region. Interindustry relationships exist in both a backward direction (suppliers and other upstream linkages and leakages), and a forward direction (distributors, retailers, customers, and other downstream linkages and leakages). The number and strength of these backward and forward linkages and leakages determines the multiplier effects of the industry. In general products that require a small number of inputs and little additional processing will have relatively small multiplier effects. Complex products requiring thousands of inputs and extensive processing (value added) will have large multipliers, and hence large impacts.

The three main types of multipliers—output, income or earnings, and employment—are defined as follows. Output multipliers represent the total dollar change in all industries that results from a \$1 change in output delivered to final demand (final consumption) by the industry under study. Earnings multipliers represent the total dollar change in earnings of households employed by all industries for each dollar of payroll expenditure or each dollar of output delivered to final demand by the industry whose economic impact is being estimated. Employment multipliers represent the total change in the number of jobs in all industries for each direct job or for each million dollars of output delivered to final demand by the industry whose economic impact is being estimated.

The nature of the product and technology largely determine the degree of interindustry linkages and leakages (and thus the overall impact), and the specific impact on a region depends upon the degree to which these interindustry relationships are localized. Technology determines inputs and economics determines the geographic source of supply. Inputs purchased outside the economic impact study area constitute a leakage of potential impact. The leakage represents activities of local firms that have no economic impact on the local economy, and provides opportunities for “localizing” such impact. Identifying leakage can provide valuable planning information to local economic development authorities for commercial or industrial development. An activity’s maximum impact on a specific area is obtained when all interindustry linkages occur within the area. A system-wide view is required since different firms have different linkages. The I-O technique permits the incorporation of such system-wide perspectives.

To estimate the economic impact of the I-85 Extension, linkages between this activity or the industry it belongs to and all its suppliers and customers must be traced. This task is greatly facilitated by the Regional Input-Output Modeling System (RIMS II), an I-O model developed and maintained by BEA. The model is available for every state in the nation, and also for many counties. This study uses RIMS II for the 8-county region.

The RIMS II I-O model consists of several hundred industries. Data on each industry reflects the value of inputs used per dollar of output in the production of that industry’s output. For example, data for the construction phase shows the value of each input per dollar of product (or service) produced in the state. Since the rows (outputs) are produced by specific industries, they are also columns (inputs). Demand for a particular input will cause supply from the industry that produces it. This then creates demand for the inputs that are used to produce the particular product, and so on. The round-by-round impacts decrease and provide convergence. The I-O model captures the total effect of these rounds of spending as the multiplier effect. RIMS II multipliers for an economy take into account all the linkages within and leakages from that economy. I-O models are based on a table of transaction balances, which ensures economy-wide accounting consistency. Total payments equal total receipts for each producing sector. Aggregate final demand equals aggregate value added.

Multipliers are determined mathematically from I-O tables that are constructed from observed data for the economic area of interest. The economy is divided into a number of producing industries or sectors that sell and purchase goods and services to and from each other (*interindustry* or *intersectoral* flows). These interindustry flows are key data. Sector goods and services are purchased by domestic consumers (households), international customers (exports), government (federal, state, and local), and for private investment purposes. These external to production purchases are for direct use and termed *final demand*. Assume an economy with n sectors, let X_i represent total output for sector i , Y_i be final demand for sector i products, and z_{ij} represent interindustry flows. Then for each sector,

$$X_i = \sum_{j=1}^n z_{ij} + Y_i \quad (1)$$

If we let a_{ij} represent the I-O technical coefficients where $a_{ij} = z_{ij} / X_j$ so that sectors use inputs in fixed proportions (the constant returns to scale Leontief production function) then the above equation becomes

$$X_i = \sum_{j=1}^n a_{ij} X_j + Y_i \quad (2)$$

The standard formulation of the basic I-O model and its application, in matrix notation is as follows:

$$\text{Transactions balance: } X = AX + Y \quad (3)$$

$$\text{Solving for X: } X = (I - A)^{-1}Y \quad (4)$$

$$\text{For a change in Y: } \Delta X = (I - A)^{-1}\Delta Y \quad (5)$$

where X is the gross output column vector, A is the matrix of fixed I-O coefficients, Y is the final demand column vector, and I is the identity matrix. With this basic model, the resulting output is computed given changes in final demand levels (consumption, investment, government, or exports). The Leontief inverse, $(I - A)^{-1}$, is the source of multipliers for determining impacts in the I-O methodology. The elements of the matrix are really very useful and important. Each captures in a single number, an entire series of direct and indirect effects. Gross output requirements are translatable into employment coefficients in a diagonal matrix that is used together with the Leontief inverse to generate employment impacts. Similar manipulations generate income and earnings multipliers.

APPENDIX – CEDS Summary

REGION 1 – NORTHWEST ALABAMA COUNCIL OF LOCAL GOVERNMENTS COLBERT, FRANKLIN, LAUDERDALE, MARION, AND WINSTON COUNTIES

REGIONAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	LOCATION	COST	FUNDING SOURCE	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME
1. Continue the development of a technological infrastructure that fosters an advanced economy, educational system and social community.	NACOLG Region				Explore the implementation of wireless technologies within the Central Business Districts of the Shoals area. Seek yearly specific project sites and identify cost estimates to install publicly operated wireless internet within a CBD in the region.	
2. Increase the development of professional employment opportunities that provide services to improve the quality of life for existing and future needs.	NACOLG Region				Identify and improve necessary infrastructure for establishment of business and industry opportunities within the Shoals. Identify stakeholders and pursue request for proposals by county for a mega industrial park for the NACOLG region. In order to successfully achieve this goal there must be a revenue sharing agreement established within the five counties for the park.	
3. To increase the regional transportation opportunities that provide access to the region in a manner that stimulates economic development while promoting local assets.	NACOLG Region				<p>Construct the transportation corridors that link the NACOLG regional urban areas to that of adjacent regions.</p> <ul style="list-style-type: none"> • Complete the North-South corridors leading to Patton Island Bridge. The right of way acquisition, utility relocation and construction continue on the south corridors. • Widen US 43 from Killen to the Tennessee State line. • Secure funding for the U.S. 278 Corridor Study from Cullman to the Mississippi line. <p>Continue to construct and maintain the regional multimodal transportation system.</p> <ul style="list-style-type: none"> • Complete the widening of Alabama State Route 157 from Moulton to Cullman. • Initiate the study and analysis of a Shoals area urban mass transit system that interconnects the four cities in the Florence/Muscle Shoals MSA. • Complete the development of the Shoals area Bike and Pedestrian Plan through the Shoals Area MPO. 	

REGION 1 – NORTHWEST ALABAMA COUNCIL OF LOCAL GOVERNMENTS COLBERT, FRANKLIN, LAUDERDALE, MARION, AND WINSTON COUNTIES

REGIONAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	LOCATION	COST	FUNDING SOURCE	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME
4. To increase the local transportation opportunities that link up to neighborhoods, cities, and counties to the region.	NACOLG Region				Initiate planning efforts for regional tourism way finding system for Northwest Alabama. The way finding plan should focus on regional assets for tourism development that should include downtown gateway signs and urban transportation corridors. Each municipality within the Shoals should evaluate the opportunity for unique symbology in relation to their cultural heritage. This evaluation should correspond with completion of a shoals area wayfinding system plan sponsored by Tuscumbia, Muscle Shoals, and Sheffield.	
5. Encourage planning and implementation of strategies that create quality employment that contributes to a higher quality of life for regional communities.	NACOLG Region				Pursue the establishment of national and state recognitions that celebrate the high quality of life centered on the existing cultural and natural resources. Update municipal officials quarterly on the pursuit of National Heritage Designation for the Shoals.	
6. Support entrepreneurial efforts with education, training and business startup through mentoring, resources and funding.	NACOLG Region				Continue the development and implementation of regional and local level planning strategies that establish clear and defined investment needed to develop the identified asset. Prepare a detailed 5 year work program with a budget and a series of tasks that must be undertaken each year.	

REGION 1 – NORTHWEST ALABAMA COUNCIL OF LOCAL GOVERNMENTS COLBERT, FRANKLIN, LAUDERDALE, MARION, AND WINSTON COUNTIES

LOCAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	LOCATION	COST	FUNDING SOURCE	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME
1. To increase and improve the local transportation opportunities that link up neighborhoods, cities, and counties	The Shoals, Colbert & Lauderdale Counties				Identify and remove dangerous transportation conflict points throughout the Shoals. Continue to seek funding that provides an equitable dollar match to relocate the Norfolk Southern Rail Line running within the commercial areas of Sheffield, Tuscumbia, and Muscle Shoals.	
2. Foster the sharing of public infrastructure and municipal services provided by the Quad Cities and Shoals area municipalities.	The Shoals, Colbert & Lauderdale Counties				Identify and promote the successful sharing and cooperation of existing municipal and county level services to Shoals residents. Establish an ongoing promotional campaign through media and advertising that identifies the cooperation and financial savings of specific Shoals area projects. Identify and implement specific municipal cooperative projects that can be completed in the upcoming economic development year. Initiate a comprehensive recycling facility to process the solid waste in the Shoals.	
3. Encourage and develop local and regional neighborhood types that provide safe and affordable housing in the Shoals area.	The Shoals, Colbert & Lauderdale Counties				Promote the development and implementation of housing initiatives for each of the Shoals area municipalities. Seek funding for housing studies and continue stakeholder education through local planning commissions and civic organizations. Initiate housing analysis studies with accompanying performance criteria for each of the Shoals area municipalities and counties. Coordinate the redevelopment of the Sheffield CBD redevelopment plan with the Sheffield Redevelopment Authority the Sheffield Housing Authority and private sector investment.	
4. Establish inclusive planning and infrastructure development practices that provide safe and sanitary neighborhoods and communities.	The Shoals, Colbert & Lauderdale Counties				To expand the fundamental infrastructure needs for citizens in the Shoals. Establish a centralized sewer service within the Ford City community.	

REGION 1 – NORTHWEST ALABAMA COUNCIL OF LOCAL GOVERNMENTS COLBERT, FRANKLIN, LAUDERDALE, MARION, AND WINSTON COUNTIES

LOCAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	LOCATION	COST	FUNDING SOURCE	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME
5. Develop place based community centers that are appropriate in scale and location for citizens.	The Shoals, Colbert & Lauderdale Counties				Identify and prioritize renovation and construction of community centers that serve multiple age groups and are located within central business districts and neighborhood centers. Create community center capital improvements list and then seek funds for construction and renovation of local senior and community centers.	
6. Develop and redevelop neighborhood districts and regional urban centers that provide entertainment venues for residents and visiting tourists.	The Shoals, Colbert & Lauderdale Counties				Establish funding and draft plans and implementation partners for design and development of urban center master plans for each municipality in the Shoals. Create public and private partnerships for developing a Central Business District (CBD) master plan for the City of Muscle Shoal that identifies funding and implementation strategies. Identify and implement urban redevelopment projects that focus on fostering compact commercial and residential development in a mixed use form. Complete phase 1 environmental assessments in conjunction with site development plans for known Brownfield sites in the Shoals Central Business Districts.	
7. Continue the development of a technological infrastructure that fosters an advanced economy, educational system and social community.	The Shoals, Colbert & Lauderdale Counties				Establish Shoals area strategies that coordinate multiple agencies and private entities in a cooperative effort to attract and retain industry and business to the Shoals. <ul style="list-style-type: none">Evaluate underutilized properties for Brownfield's initiatives and then redevelop abandoned industrial sites within the park.Complete the development at the Barton Riverfront Industrial Park to include the following four projects in order of priority: widening of roadway from bridge north, lighting, flatten slopes to a 4to 1, signal at Hwy 72 intersection.	

REGION 1 – NORTHWEST ALABAMA COUNCIL OF LOCAL GOVERNMENTS COLBERT, FRANKLIN, LAUDERDALE, MARION, AND WINSTON COUNTIES

LOCAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	LOCATION	COST	FUNDING SOURCE	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME
					<ul style="list-style-type: none"> Construct the identified improvements outlined in the Littleville Water Treatment Study for the Littleville Industrial Park. <p>Extend technological advances in infrastructure and wireless technologies from Huntsville to the Shoals. NACOLG will facilitate round table discussions to connect the biomedical academic programs with Huntsville employers.</p> <p>Develop a non-governmental business and industrial park on the TVA Reservation. Identify local and regional partners for creation of a funded task force to proceed with current plans and review future development opportunities.</p> <p>Continue the implementation of the Entertainment Industry Study proposals for growth and development of the Shoals Area Entertainment Industry. In conjunction with the Shoals Film Commission draft and publish a revised film production guide that is a magazine style publication as is outline in the Entertainment Industries Strategic Development Plan.</p>	
8. Encourage future industry to develop and conserve the cultural and natural resources that are contained within the area. (Waterways, regional airport, education system, TVA)	The Shoals, Colbert & Lauderdale Counties				<p>To diversify the product mix flowing through part of Florence. Identify specific marketing strategies to regional companies not using waterways.</p> <p>Extend the overhead bridge, Procure necessary equipment to make the port capable of handling containers delivered by barges.</p>	

REGION 1 – NORTHWEST ALABAMA COUNCIL OF LOCAL GOVERNMENTS COLBERT, FRANKLIN, LAUDERDALE, MARION, AND WINSTON COUNTIES

LOCAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	LOCATION	COST	FUNDING SOURCE	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME
9. Continue the successful planning and development of the local and regional multi-modal.	Franklin County				Through the Rural Planning Organization (RPO) initiate a planning process that analyzes the local multi-modal transportation system for the county. Work with the NACOLG RPO to initiate county and region wide needs assessment for the upcoming calendar year.	
					Identify the location and funding source for rehabilitation of city and county transportation routes. Complete Alabama State Highway 24 (Appalachia Corridor V).	
10. Develop and implement a mass transportation system that provides home to work transit.	Franklin County				Coordinate local and regional industry and citizen stakeholders with the NACOLG rural transportation program to establish transit routes. Setup five stakeholder meetings per calendar year within the NACOLG Region to identify new and coordinate existing home to work mass transportation routes.	
11. Resolve current needs and plan for future telecommunications access for industrial and residential use.	Franklin County				Identify telecommunications stakeholders and complete the annual needs assessment for telecommunications infrastructure within the county. Coordinate stakeholder needs with the state and federal resources to complete yearly telecommunications infrastructure improvements.	
12. Continue the development of neighborhood and urban centers that provide a high quality of life with low crime and economic diversity.	Franklin County				Initiate an urban planning process that provides master plans and infrastructure improvement assessments for municipalities within the county. Complete economic development and community master plans for Hodges, Red Bay and Russellville in conjunction with the Center for Architecture and Urban Studies.	
13. Expand on the planning and development partnerships that include private and public entities in order to achieve local and regional development priorities.	Franklin County				Draft a cooperative partnerships strategy that identifies social capital for business and economic development. Identify projects for newly established cooperative partnerships.	

REGION 1 – NORTHWEST ALABAMA COUNCIL OF LOCAL GOVERNMENTS COLBERT, FRANKLIN, LAUDERDALE, MARION, AND WINSTON COUNTIES

LOCAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	LOCATION	COST	FUNDING SOURCE	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME
14. Continue the development of a technological infrastructure that fosters an advanced economy, educational system and social community.	Franklin County				Establish county wide strategies that coordinate multiple agencies and private entities in a cooperative effort to attract and retain industry and businesses. Seek funding for the development of an environmental computer lab for the Bear Creek Education Center.	
15. Foster the awareness and development of workforce training programs that provide technical training for employment within the county region and state.	Franklin County				Evaluate workforce training needs within the county based on existing industry and local assets. Expand on the opportunities for industrial expansion in the forestry industry sector through local stakeholders that include land owners, foresters, and industry managers.	
16. Enhance the outdoor recreational activities and opportunities within the county, for citizen and visitor use.	Franklin County				Continue long range planning and implementation of the Bear Creek Development Authorities Bear Creek Development Plan for economic development plan. Assist the Bear Creek Development Authority in conjunction with TVA in the annual updating and evaluating the Bear Creek long range management plan.	
17. Continue positive development for local schools in order to provide a quality education for the youth of Franklin County.	Franklin County				Expand the existing trade and technical colleges to incorporate needing industry employments needs. Identify and document the industry sector needs annually and then pursue funding for providing work force and technical training.	
18. Develop municipal urban centers that support unique retail and cultural opportunities for citizens and visitors alike.	Franklin County				Identify the retail centers within Franklin County and then develop master plans that include redevelopment of Central Business Districts (CBD) while planning for commercial retail corridors. Hold stakeholder and municipal leader meetings within the county to identify urban retail centers and discuss funding resources for planning process and project construction.	

REGION 1 – NORTHWEST ALABAMA COUNCIL OF LOCAL GOVERNMENTS COLBERT, FRANKLIN, LAUDERDALE, MARION, AND WINSTON COUNTIES

LOCAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	LOCATION	COST	FUNDING SOURCE	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME
19. Increase the development of professional employment opportunities that provide services to improve the quality of life for existing and future residents.	Franklin County				Identify and improve necessary infrastructure for establishment of business and industry opportunities within Franklin County. Interconnect the Red Bay gas system with the Vina natural gas system.	
20. To increase the local transportation opportunities that link up neighborhoods, cities, and counties.	Marion County				Identify the location, funding source and then rehabilitate city and county transportation modes and routes. <ul style="list-style-type: none"> • Complete improvements to the Marion County-Rankin Fite airport for commercial and industrial use. • Install lighting along interstate 22 entrance and exit ramps in Marion County. 	
21. Develop and redevelop neighborhoods and urban centers that protect and enhance the small town atmosphere contained within our communities.	Marion County				Initiate an urban and neighborhood planning process that provides master plans and infrastructure improvement assessments for municipalities within the county. Identify funding and then initiate comprehensive plans and urban design master plan documents for Marion County, Hamilton, and Guin.	
22. Plan for future growth and development of urban centers in a manner that protects local values while adapting to regional change.	Marion County				Identify and complete infrastructure improvements that allow for a continued high quality of life by municipal and county residents. <ul style="list-style-type: none"> • Renovate and expand the Guin/Winfield wastewater treatment facilities. • Construct wastewater facilities in the towns of Hackleburg and Bear Creek. • Expand the Town of Hackleburg's industrial park. 	
23. Plan for and develop resource opportunities that amend the income equality differences within the region.	Marion County				Identify and develop community services that encourage social gathering and community interaction. Construct a community center for the Town of Bear Creek.	

REGION 1 – NORTHWEST ALABAMA COUNCIL OF LOCAL GOVERNMENTS COLBERT, FRANKLIN, LAUDERDALE, MARION, AND WINSTON COUNTIES

LOCAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	LOCATION	COST	FUNDING SOURCE	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME
24. Manage and develop the local and regional assets through assessment and planning of natural resources.	Marion County				Complete and implement a county wide natural resources assessment that identifies economic development opportunities and fragile natural resources. Identify specific benefits and economic development strategies to capitalize on the natural gas resources in the county.	
25. Increase the opportunity for young professionals to live, work, and play within the community.	Marion County				Expand existing industrial parks and plan for future industrial sites within the county. Acquire additional land to expand the Industrial Parks in Marion County. Bedford Industrial Park in Hamilton, Marion County Industrial Park along Interstate 22, Develop an Industrial Park for the city of Guin, Winfield Corridor X Industrial Park, Hamilton/Highway 35 Industrial Park	
26. To Increase the local transportation opportunities that link up neighborhoods, cities and communities.	Winston County				Identify and remove dangerous transportation conflict points within the county. In conjunction with the NACOLG RPO initiate a transportation conflict needs assessment throughout Winston County. This assessment should identify unsafe transportation conflict points within the local communities. Identify the location and funding source for rehabilitation of city and county transportation. Construct an additional lane on Alabama State Route 13 in Haleyville.	
27. Promote the environmental amenities that that allow for industry growth and a high quality of life for residents.	Winston County				Use local and regional economic development entities to promote the local assets within the county. Revalue/create a county industrial website for advertising strategies and promotional updates for possible industry.	

REGION 1 – NORTHWEST ALABAMA COUNCIL OF LOCAL GOVERNMENTS COLBERT, FRANKLIN, LAUDERDALE, MARION, AND WINSTON COUNTIES

LOCAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	LOCATION	COST	FUNDING SOURCE	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME
28. Encourage planning and implementation of strategies that create quality employment that contributes to a higher quality of life for local communities.	Winston County				Establish county wide strategies that coordinate multiple agencies and private entities in a cooperative effort to attract and retain industry and businesses. Complete the three to five year Haleyville Strategic Plan review and update in conjunction with completion of the Haleyville Comprehensive Plan.	
29. Continue to create a healthy and safe environment for citizens of the county.	Winston County				Update and maintain the fundamental infrastructure needed for a healthy and a safe environment for citizens of Winston County. <ul style="list-style-type: none"> Expand the wastewater treatment facilities to serve residents of Addison. Upgrade and expand the Haleyville Wastewater Treatment Plant. 	
30. Celebrate the local arts and cultural amenities and assets within Winston County.	Winston County				Establish a community foundation for the arts. Identify and hold a community wide culture and arts symposium to initiate interest in a community foundation for the arts.	
31. Develop place based community centers that are appropriate in scale and location for citizens.	Winston County				Identify and prioritize renovation and construction of community centers that serve multiple age groups and are located within central business districts and neighborhood centers. Construct a community center in the Town of Double Springs.	

REGION 1 – NORTHWEST ALABAMA COUNCIL OF LOCAL GOVERNMENTS COLBERT, FRANKLIN, LAUDERDALE, MARION, AND WINSTON COUNTIES

LOCAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	LOCATION	COST	FUNDING SOURCE	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME
32. Increase the opportunity for young professionals to live, work and play within the community	Winston County				<p>Establish unique venues for social and recreational activity that capitalize on local assets within the community.</p> <ul style="list-style-type: none"> Design and construct the Winston County Horse Park and Show Grounds for celebration of county and regional equestrian assets. Complete upgrades to the youth baseball fields in the City of Haleyville. <p>Expand the Bankhead National Forest Tourism and Recreational Opportunities. Complete a needs assessment and promotional strategy for development of the Bankhead National Forest as a tourism destination.</p>	
33. Encourage further development of existing higher education institutions within the region.	Winston County				Implement workforce development strategies with Winston County. Complete the Winston County Workforce Development needs assessment within the next physical year.	
34. Increase the development of professional employment opportunities that provide services to improve the quality of life for existing and future residents.	Winston County				Identify and improve necessary infrastructure for establishment of business and industry opportunities within the county. Upgrade and expand the Town of Arley Water Treatment Plant. Evaluation of waste water treatment options for the Town of Arley should be undertaken	

Source: Region 1 Comprehensive Economic Development Strategy 2006

REGION 2 – WEST ALABAMA REGIONAL COMMISSION

BIBB, FAYETTE, GREENE, HALE, LAMAR, PICKENS, AND TUSCALOOSA COUNTIES

REGIONAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	LOCATION	COST	FUNDING SOURCE	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME
1. Water - Provide potable water to all the citizens of the District						
2. Sewer - Provide sanitary sewer to as many of the District's citizens as possible.						
3. Transportation - Provide a safe transportation system for the residents and businesses of the District.						
4. Education - Provide the residents with a quality academic and vocation education system						
5. Recreation - Provide the District with adequate recreation/cultural facilities.						
6. Housing - Provide all segments of the population with safe, decent, sanitary and affordable housing.						
7. Health - Provide quality health care for the District's residents.						
8. Historical/Cultural Facilities - Preserve the significant historic and cultural facilities in the District.						
9. Government - Continue to develop the cooperation between the governments in promoting the entire District.						
10. Tourism - Promote and develop tourism in the District to the fullest extent possible, preferably through a joint effort such as the Historic West Alabama Tourism Council.						
11. Industrial Development - Promote industrial development in the District, using the Economic Development Partnership of Alabama, Alabama Development Office, West Alabama Regional Commission and local Chambers of Commerce and Industrial Boards.						
12. Public Safety - Provide a safe environment for the District by Providing adequate police and fire protection.						

REGION 2 – WEST ALABAMA REGIONAL COMMISSION

BIBB, FAYETTE, GREENE, HALE, LAMAR, PICKENS, AND TUSCALOOSA COUNTIES

LOCAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	LOCATION	COST	FUNDING SOURCE	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME
1. To provide adequate potable water to the citizens of the county in sufficient quantity and quality to meet the residential and commercial needs of the present and future.	Bibb County				<ul style="list-style-type: none"> Study consolidation of water systems in the county Develop new sources in the county Extend service in areas not served 	
2. To provide sanitary sewer to as many residents and businesses as practical.	Bibb County				<ul style="list-style-type: none"> Support construction of new systems in areas as appropriate Expand capacity of Brent/Centreville system 	
3. To provide an adequate and safe transportation system for the county	Bibb County				<ul style="list-style-type: none"> Four lane US 82 Four lane AL 5 Upgrade County road system Investigate possible rural transit system 	
4. To provide residents with a quality academic and vocation education system.	Bibb County				<ul style="list-style-type: none"> Support construction of new schools and additions as needed Develop leadership training programs for youth and adults Provide vocation training as needed by existing industry 	
5. To provide residents with adequate recreational/cultural facilities.	Bibb County				<ul style="list-style-type: none"> Construct senior center in Brent/Centreville area Construct a youth facility Construct a civic center Promote tourism in county Expand recreational facilities in the county 	
6. To provide all segments of the population with safe, decent, sanitary and affordable housing.	Bibb County				<ul style="list-style-type: none"> Promote public housing in the county Encourage private developers to construct more affordable housing 	
7. To provide quality health care for the residents.	Bibb County				<ul style="list-style-type: none"> Secure additional doctors/dentists for the county Expand medical facilities 	

REGION 2 – WEST ALABAMA REGIONAL COMMISSION

BIBB, FAYETTE, GREENE, HALE, LAMAR, PICKENS, AND TUSCALOOSA COUNTIES

LOCAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	LOCATION	COST	FUNDING SOURCE	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME
8. To preserve the significant historic and cultural facilities in the county	Bibb County				<ul style="list-style-type: none"> Promote and expand facilities at Tannehill and Brierfield Parks Promote restoration of historic buildings 	
9. To develop tourism in the county to the fullest extent possible.	Bibb County				<ul style="list-style-type: none"> Utilize Historic West Alabama Tourism Council and the State Bureau of Tourism to promote the county Continue and promote the Twister Day, Cahaba Lily Festival and Wild West Day Study other events to attract tourist to the county. 	
10. To promote economic/industrial development in the county.	Bibb County				<ul style="list-style-type: none"> Develop infrastructure at the Bibb County Industrial Park Utilize all agencies possible to promote development in the county Promote commercial development as possible 	
11. To provide a safe environment for the county's residents.	Bibb County				<ul style="list-style-type: none"> Construct a new jail Improve equipment of fire departments Recruit additional personnel for fire departments Install fire hydrants for fire protection in rural areas Provide adequate equipment for police departments 	
12. To provide adequate potable water to the citizens of the county in sufficient quantity and quality to meet the residential and commercial needs of the present and future.	Fayette County				<ul style="list-style-type: none"> Develop reservoir on the North River as a source for the county Expand service in the un-served areas 	
13. To provide sanitary sewer to as many residents and businesses as practical.	Fayette County				<ul style="list-style-type: none"> Construct systems in areas not served as warranted Expand capacity and service areas in Berry and Fayette 	

REGION 2 – WEST ALABAMA REGIONAL COMMISSION

BIBB, FAYETTE, GREENE, HALE, LAMAR, PICKENS, AND TUSCALOOSA COUNTIES

LOCAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	LOCATION	COST	FUNDING SOURCE	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME
14. To provide an adequate and safe transportation system for the county	Fayette County				<ul style="list-style-type: none"> Construct north-south corridor from Muscle Shoals to Mobile Improve AL 171 from Fayette to Tuscaloosa Upgrade the county road system Upgrade AL 18 and 96 throughout the county Investigate possible rural transit service 	
15. To provide residents with a quality academic and vocation education system.	Fayette County				<ul style="list-style-type: none"> Develop leadership training programs for youth and adults Promote development of facilities and programs 	
16. To provide residents with adequate recreational/cultural facilities.	Fayette County				<ul style="list-style-type: none"> Construct community center in Belk Expand recreation facilities in Belk Promote tourism in the county Expand facilities in the Berry Park Develop a park in the Glen Allen area 	
17. To provide all segments of the population with safe, decent, sanitary and affordable housing.	Fayette County				<ul style="list-style-type: none"> Promote public housing in the county Encourage private developers to construct more affordable housing 	
18. To provide quality health care for the residents.	Fayette County				<ul style="list-style-type: none"> Secure additional doctors/dentists for the county 	
19. To preserve the significant historic and cultural facilities in the county	Fayette County				<ul style="list-style-type: none"> Promote and expand the art museum in Fayette Promote restoration of historic buildings 	

REGION 2 – WEST ALABAMA REGIONAL COMMISSION

BIBB, FAYETTE, GREENE, HALE, LAMAR, PICKENS, AND TUSCALOOSA COUNTIES

LOCAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	LOCATION	COST	FUNDING SOURCE	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME
20. To develop tourism in the county to the fullest extent possible.	Fayette County				<ul style="list-style-type: none"> Utilize the Alabama Bureau of Tourism, the Historic West Alabama Tourism Council and the Chamber of Commerce to promote tourism in the county Promote festivals held in the county 	
21. To promote economic/industrial development in the county.	Fayette County				<ul style="list-style-type: none"> Utilize ADO, EDAA, West Central Partnership of Alabama, West Alabama Planning and Development Council and local development boards and chambers to promote development in the county Promote commercial development as possible Develop infrastructure to the Fayette Industrial Park Establish available industrial sites 	
22. To provide a safe environment for the county's residents.	Fayette County				<ul style="list-style-type: none"> Improve equipment of the volunteer fire departments Develop larger base of personnel for fire departments Provide adequate equipment for police departments Install fire hydrants for fire protection in rural areas 	
23. To provide adequate potable water to the citizens of the county in sufficient quantity and quality to meet the residential and commercial needs of the present and future.	Greene County				<ul style="list-style-type: none"> Extend service to un-served areas Upgrade all lines to 6" minimum 	
24. To provide sanitary sewer to as many residents and businesses as practical.	Greene County				<ul style="list-style-type: none"> Construct a system if Forkland and Union Expand service area of the Eutaw system Renovate the system in the Greentrack area 	

REGION 2 – WEST ALABAMA REGIONAL COMMISSION

BIBB, FAYETTE, GREENE, HALE, LAMAR, PICKENS, AND TUSCALOOSA COUNTIES

LOCAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	LOCATION	COST	FUNDING SOURCE	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME
25. To provide an adequate and safe transportation system for the county	Greene County				<ul style="list-style-type: none"> Four lane US 43 throughout the county Upgrade the county road and bridge system 	
26. To provide residents with a quality academic and vocation education system.	Greene County				<ul style="list-style-type: none"> Develop leadership training programs for youth and adults Support construction/renovation of facilities throughout the county 	
27. To provide residents with adequate recreational/cultural facilities.	Greene County				<ul style="list-style-type: none"> Renovate the Eutaw Recreation Center Renovate the Montgomery Recreation Center Renovate the Eutaw Park including the swimming pool Renovate/expand parks in Forkland, Union, and Boligee 	
28. To provide all segments of the population with safe, decent, sanitary and affordable housing.	Greene County				<ul style="list-style-type: none"> Promote public housing in the county Encourage private developers to construct more affordable housing 	
29. To provide quality health care for the residents.	Greene County				<ul style="list-style-type: none"> Secure additional doctors/dentists for the county Expand medical facilities 	
30. To preserve the significant historic and cultural facilities in the county	Greene County				<ul style="list-style-type: none"> Renovate Court House Square Promote restoration of historic buildings and homes 	
31. To develop tourism in the county to the fullest extent possible.	Greene County				<ul style="list-style-type: none"> Promote tourism in the county utilizing the Alabama Bureau of Tourism, Historic West Alabama Tourism council and the local chamber of commerce Promote local festivals 	

REGION 2 – WEST ALABAMA REGIONAL COMMISSION

BIBB, FAYETTE, GREENE, HALE, LAMAR, PICKENS, AND TUSCALOOSA COUNTIES

LOCAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	LOCATION	COST	FUNDING SOURCE	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME
32. To promote economic/industrial development in the county.	Greene County				<ul style="list-style-type: none"> Develop infrastructure to the Cross Roads of America Industrial Park Utilize ADO, EDAA, West Alabama Planning and Development Council and the Greene County Industrial Development authority and the local chamber to promote the county Develop and publicize other sites 	
33. To provide a safe environment for the county's residents.	Greene County				<ul style="list-style-type: none"> Construct a new county jail Improve equipment of volunteer fire departments Develop a larger base of personnel for the fire departments Purchase a new fire truck for Union Fire department Establish police department in Union Install fire hydrants for fire protection in rural areas Provide adequate equipment for police departments 	
34. To provide adequate potable water to the citizens of the county in sufficient quantity and quality to meet the residential and commercial needs of the present and future.	Hale County				<ul style="list-style-type: none"> Upgrade undersized water lines Expand service in the un-served areas 	
35. To provide sanitary sewer to as many residents and businesses as practical.	Hale County				<ul style="list-style-type: none"> Construct a system in Newbern Expand service areas of the Greensboro and Moundville systems 	

REGION 2 – WEST ALABAMA REGIONAL COMMISSION

BIBB, FAYETTE, GREENE, HALE, LAMAR, PICKENS, AND TUSCALOOSA COUNTIES

LOCAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	LOCATION	COST	FUNDING SOURCE	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME
36. To provide an adequate and safe transportation system for the county	Hale County				<ul style="list-style-type: none"> • Improve AL 69 to four lanes through the county • Improve all county roads and bridges to meet minimum State standards • Pave all dirt roads in the county 	
37. To provide residents with a quality academic and vocation education system.	Hale County				<ul style="list-style-type: none"> • Develop leadership training programs for adults • Develop adult basic education classes • Maintain leadership training classes for the youth of the county 	
38. To provide residents with adequate recreational/cultural facilities.	Hale County				<ul style="list-style-type: none"> • Develop downtown park in Moundville • Renovate and expand recreational facilities in Greensboro and Akron • Develop a park in the Newbern area 	
39. To provide all segments of the population with safe, decent, sanitary and affordable housing.	Hale County				<ul style="list-style-type: none"> • Promote public housing in the county • Encourage private developers to construct more affordable housing 	
40. To provide quality health care for the residents.	Hale County				<ul style="list-style-type: none"> • Secure additional doctors/dentists for the county • Expand medical facilities • Promote/protect the Hale County Hospital 	
41. To preserve the significant historic and cultural facilities in the county	Hale County				<ul style="list-style-type: none"> • Promote and expand the Catfish Festival in Greensboro • Promote restoration of historic buildings 	
42. To develop tourism in the county to the fullest extent possible.	Hale County				<ul style="list-style-type: none"> • Utilize Historic West Alabama Tourism Council and the Alabama Bureau of Tourism in promoting the county 	

REGION 2 – WEST ALABAMA REGIONAL COMMISSION

BIBB, FAYETTE, GREENE, HALE, LAMAR, PICKENS, AND TUSCALOOSA COUNTIES

LOCAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	LOCATION	COST	FUNDING SOURCE	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME
43. To promote economic/industrial development in the county.	Hale County				<ul style="list-style-type: none"> Obtain property for industrial prospects Promote vacant industrial/commercial buildings Utilize ADO, EDAA, West Alabama Planning and Development Council and the Hale County Industrial Development Authority, local development boards and chamber to promote the county Promote commercial development as possible 	
44. To provide a safe environment for the county's residents.	Hale County				<ul style="list-style-type: none"> Provide adequate equipment for fire and police departments Develop larger base of personnel for volunteer fire departments Install fire hydrants in rural areas for fire protection 	
45. To provide adequate potable water to the citizens of the county in sufficient quantity and quality to meet the residential and commercial needs of the present and future.	Lamar County				<ul style="list-style-type: none"> Construct a reservoir on Yellow Creek as a source for the county's water systems Extend service to un-served areas Upgrade line sizes throughout the county 	
46. To provide sanitary sewer to as many residents and businesses as practical.	Lamar County				<ul style="list-style-type: none"> Construct systems in Beaverton and Detroit Expand service area in Kennedy Expand service area in Millport Upgrade older portion of Vernon's system 	

REGION 2 – WEST ALABAMA REGIONAL COMMISSION

BIBB, FAYETTE, GREENE, HALE, LAMAR, PICKENS, AND TUSCALOOSA COUNTIES

LOCAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	LOCATION	COST	FUNDING SOURCE	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME
47. To provide an adequate and safe transportation system for the county	Lamar County				<ul style="list-style-type: none"> Construct north-south corridor along western side of the State Upgrade county road and bridge systems to meet minimum State standards Upgrade AL 17, 18 and 96 throughout the county Upgrade the county airport 	
48. To provide residents with a quality academic and vocation education system.	Lamar County				<ul style="list-style-type: none"> Develop leadership training programs for youth and adults Support construction/expansion/renovation of school facilities as appropriate 	
49. To provide residents with adequate recreational/cultural facilities.	Lamar County				<ul style="list-style-type: none"> Construct a senior center in Millport Expand recreational facilities in Millport and Kennedy Construct a youth facility Construct a civic center Promote tourism in the county 	
50. To provide all segments of the population with safe, decent, sanitary and affordable housing.	Lamar County				<ul style="list-style-type: none"> Promote public housing in the county Encourage private developers to construct more affordable housing 	
51. To provide quality health care for the residents.	Lamar County				<ul style="list-style-type: none"> Secure additional doctors/dentists for the county Expand medical facilities 	
52. To preserve the significant historic and cultural facilities in the county	Lamar County				<ul style="list-style-type: none"> Promote and expand Back Street Opry Promote restoration of historic buildings 	

REGION 2 – WEST ALABAMA REGIONAL COMMISSION

BIBB, FAYETTE, GREENE, HALE, LAMAR, PICKENS, AND TUSCALOOSA COUNTIES

LOCAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	LOCATION	COST	FUNDING SOURCE	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME
53. To develop tourism in the county to the fullest extent possible.	Lamar County				<ul style="list-style-type: none"> Utilize Historic West Alabama Tourism Council, Alabama Bureau of Tourism and local chambers to assist in promoting the county Promote local festivals 	
54. To promote economic/industrial development in the county.	Lamar County				<ul style="list-style-type: none"> Utilize ADO, EDAA, West Central Partnership of Alabama, West Alabama Planning and Development Council and local development boards and chambers to promote development in the county Develop infrastructure to the Vernon Industrial Park List vacant industrial/commercial buildings with ADP/EDAA Promote commercial development as possible Obtain land for future development 	
55. To provide a safe environment for the county's residents.	Lamar County				<ul style="list-style-type: none"> Install fire hydrants for fire protection in the rural areas Provide adequate equipment/training for fire departments Develop a larger base of personnel for fire departments Provide adequate equipment/training for police departments Clean channelize Buttahatchee River and Beaver Creek to prevent flooding Upgrade railroad crossings 	

REGION 2 – WEST ALABAMA REGIONAL COMMISSION

BIBB, FAYETTE, GREENE, HALE, LAMAR, PICKENS, AND TUSCALOOSA COUNTIES

LOCAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	LOCATION	COST	FUNDING SOURCE	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME
56. To provide adequate potable water to the citizens of the county in sufficient quantity and quality to meet the residential and commercial needs of the present and future.	Pickens County				<ul style="list-style-type: none"> • Upgrade the Ethelsville system • Expand service in the un-served areas • Expand capacity in the Aliceville system • Upgrade line sizes throughout the county 	
57. To provide sanitary sewer to as many residents and businesses as practical.	Pickens County				<ul style="list-style-type: none"> • Construct a system in Pickensville • Expand capacity of Aliceville system • Expand service areas of the Aliceville, Carrollton, Gordo and Reform systems • Upgrade Reform system • establish a system for Ethelsville/Macedonia area 	
58. To provide an adequate and safe transportation system for the county	Pickens County				<ul style="list-style-type: none"> • Construct north-south corridor from Muscle Shoals to Mobile • Four lane U. S. 82 through the county • Upgrade the county road and bridge systems to meet minimum State standards • Upgrade AL 14, 17 and 86 throughout the county 	
59. To provide residents with a quality academic and vocation education system.	Pickens County				<ul style="list-style-type: none"> • Develop leadership training for youth and adults • Construct two new schools 	
60. To provide residents with adequate recreational/cultural facilities.	Pickens County				<ul style="list-style-type: none"> • Renovate/expand Carrollton park • Renovate/expand park facilities in reform • Expand park facilities in Aliceville 	

REGION 2 – WEST ALABAMA REGIONAL COMMISSION

BIBB, FAYETTE, GREENE, HALE, LAMAR, PICKENS, AND TUSCALOOSA COUNTIES

LOCAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	LOCATION	COST	FUNDING SOURCE	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME
61. To provide all segments of the population with safe, decent, sanitary and affordable housing.	Pickens County				<ul style="list-style-type: none"> Promote public housing in the county Encourage private developers to construct more affordable housing 	
62. To provide quality health care for the residents.	Pickens County				<ul style="list-style-type: none"> Secure additional doctors/dentists for the county Expand medical facilities 	
63. To preserve the significant historic and cultural facilities in the county	Pickens County				<ul style="list-style-type: none"> Continue efforts to renovate the County Court House Continue restoration of historic building such as the Stage Coach Inn 	
64. To develop tourism in the county to the fullest extent possible.	Pickens County				<ul style="list-style-type: none"> Promote museum in Aliceville Utilize Historic West Alabama Tourism Council, Alabama Bureau of Tourism and local chambers to promote the county Promote local festivals 	
65. To promote economic/industrial development in the county.	Pickens County				<ul style="list-style-type: none"> List available industrial/commercial buildings with ADP/EDAA Utilize ADO, EDAA, West Central Partnership of Alabama, West Alabama Planning and Development Council and local development boards to promote development in the county Promote commercial development as possible Obtain control of land for future development 	

REGION 2 – WEST ALABAMA REGIONAL COMMISSION

BIBB, FAYETTE, GREENE, HALE, LAMAR, PICKENS, AND TUSCALOOSA COUNTIES

LOCAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	LOCATION	COST	FUNDING SOURCE	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME
66. To provide a safe environment for the county's residents.	Pickens County				<ul style="list-style-type: none"> Construct fire house in Gordo Provide adequate equipment/training for fire and police departments Develop a fire department in Memphis Install fire hydrants in rural areas for fire protection Purchase/install adequate signage for E-911 system Develop larger base of personnel for fire departments 	
67. To provide adequate potable water to the citizens of the county in sufficient quantity and quality to meet the residential and commercial needs of the present and future.	Tuscaloosa County				<ul style="list-style-type: none"> Extend Service to un-served areas Explore possibility of consolidating rural water systems Upgrade older lines in existing systems to minimum of 6" 	
68. To provide sanitary sewer to as many residents and businesses as practical.	Tuscaloosa County				<ul style="list-style-type: none"> Establish systems in Coaling, Coker and Lake View Expand existing sewer systems to built-up areas Explore possible systems for less built-up areas 	

REGION 2 – WEST ALABAMA REGIONAL COMMISSION

BIBB, FAYETTE, GREENE, HALE, LAMAR, PICKENS, AND TUSCALOOSA COUNTIES

LOCAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	LOCATION	COST	FUNDING SOURCE	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME
69. To provide an adequate and safe transportation system for the county	Tuscaloosa County				<ul style="list-style-type: none"> • Extend Warner Parkway (River Road) to I 20/59 • Complete Warrior Loop • Upgrade the county road and bridge systems to meet minimum State standards • Develop county-wide transportation (transit) system • Four lane U. S. 82 from Mississippi to Montgomery • Four lane U. S. 43 and AL 69 from U. S. 82 to northern Urban Area Boundary • Improve AL 171 from U. S. 43 to Fayette • Complete items listed in the Tuscaloosa Urban Area TIP • Establish passenger air service at the Tuscaloosa Municipal Airport • Complete Intelligent Transportation system • Establish public parking facility in downtown Tuscaloosa 	
70. To provide residents with a quality academic and vocation education system.	Tuscaloosa County				<ul style="list-style-type: none"> • Construct new schools in Brookwood and Lake View areas • Develop leadership training programs for youth • Construct additions/new schools to eliminate the need for portable classrooms • Continue/expand Leadership Tuscaloosa classes • Establish library branches in Brookwood, Lake View, Coaling and Coker 	

REGION 2 – WEST ALABAMA REGIONAL COMMISSION

BIBB, FAYETTE, GREENE, HALE, LAMAR, PICKENS, AND TUSCALOOSA COUNTIES

LOCAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	LOCATION	COST	FUNDING SOURCE	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME
71. To provide residents with adequate recreational/cultural facilities.	Tuscaloosa County				<ul style="list-style-type: none"> Expand park facilities at Coaling Establish park at Lake View Continue to develop park facilities in areas as appropriate 	
72. To provide all segments of the population with safe, decent, sanitary and affordable housing.	Tuscaloosa County				<ul style="list-style-type: none"> Promote public housing in the county Encourage private developers to construct more affordable housing 	
73. To provide quality health care for the residents.	Tuscaloosa County				<ul style="list-style-type: none"> Establish clinics in outlying areas of the county Re-establish service in the Brookwood clinic 	
74. To preserve the significant historic and cultural facilities in the county	Tuscaloosa County				<ul style="list-style-type: none"> Continue activities of groups such as the Tuscaloosa County Heritage Commission, Theater Tuscaloosa, Convention and Visitors Bureau 	
75. To develop tourism in the county to the fullest extent possible.	Tuscaloosa County				<ul style="list-style-type: none"> Utilize Alabama Bureau of Tourism, Historic West Alabama Tourism Council, Convention and Visitors Bureau and chamber to promote the county Promote local festivals/events such as Kentuck, West Alabama State Fair, City Fest, etc. 	
76. To promote economic/industrial development in the county.	Tuscaloosa County				<ul style="list-style-type: none"> Continue activities of Tuscaloosa County IDA Promote commercial development as possible Utilize ADO, EDAA to promote available land/buildings 	

REGION 2 – WEST ALABAMA REGIONAL COMMISSION

BIBB, FAYETTE, GREENE, HALE, LAMAR, PICKENS, AND TUSCALOOSA COUNTIES

LOCAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	LOCATION	COST	FUNDING SOURCE	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME
77. To provide a safe environment for the county's residents.	Tuscaloosa County				<ul style="list-style-type: none"> • Install fire hydrants in rural areas for fire protection • Provide adequate equipment/training for fire and police departments • Explore need for police departments in Coaling, Coker and Lake View 	

Source: Region 2 Comprehensive Economic Development Strategy 2006

REGION 3 – REGIONAL PLANNING COMMISSION OF GREATER BIRMINGHAM BLOUNT, CHILTON, JEFFERSON, ST. CLAIR, SHELBY, AND WALKER COUNTIES

REGIONAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	LOCATION	COST	FUNDING SOURCE	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME*
1) Comprehensive Regional Transportation Plan		\$500,000	ALDOT, ADO, ADECA, ARC	RPC, MPO, Region 2020	1) Transportation Plan and components 2) Implement recommendations from existing plans	1) ST 2) ST
2) Regional Economic Development Recruitment Initiative		\$1 million Annual	ADO, MDB, EDA, EDPA	MDB, RPC, ONB	1) Inventory of available buildings and developable properties 2) Redevelopment of Brownfield sites 3) New businesses 4) Quality of Life Report Card	1) ST 2) MT 3) ST
3) Regional Existing Business Assistance Program		\$25,000	ADO, MDB, EDA, EDPA, CCAA	EBT, ONB	1) Improved retention rates of existing businesses 2) Regional chamber association 3) Chamber's EBT! Program 4) Survey business needs	1) ST 2) ST 3) ST
4) Regional Water and Sewer Plan		\$150,000	ADECA, USDA Rural Development, ARC, ADEM	RPC, Region 2020	1) Regional water resource assessment 2) Long-range regional growth plan for water	1) ST 2) MT
5) Technology Entrepreneurial Center Expansion and Program Enhancement		\$7 million	ADECA, EDA, Regional universities	ENC, OADI	1) Regional technology asset inventory and program promotion 2) Increase support for OADI 3) Review or develop Business Development Plan 4) Support Center Expansion Plan	1) ST 2) ST 3) ST 4) ST
6) Regional Tourism Plan		\$75,000	Alabama Bureau of Tourism & Travel, ADECA, RSA, AHC	BCVB, Region 2020, Birmingham Chamber, RPC	1) Inventory regional tourism resources 2) Tourism economic impact analysis 3) Develop regional tourism marketing plan. 4) Develop retiree attraction plan 5) Expand GBTB 6) Implement tourism marketing plan. 7) Develop sports facilities that enhance regional economic prosperity	1) ST 2) ST 3) ST 4) ST 5) MT 6) MT
7) ERISS Job System (US Works)		&100,000	USDL	WIB, UW	1) Survey Industry Training needs 2) Programs linking universities & vocational schools 3) Expand Job Access	1) ST 2) MT 3) ST
8) Regional Framework for Growth Project			Region 2020, RPC			MT
9) I-65 Lighting						LT

REGION 3 – REGIONAL PLANNING COMMISSION OF GREATER BIRMINGHAM BLOUNT, CHILTON, JEFFERSON, ST. CLAIR, SHELBY, AND WALKER COUNTIES

REGIONAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	LOCATION	COST	FUNDING SOURCE	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME*
10) Regional Technology Initiatives		\$2.5 million	Private, ADO, ADECA, EDA, ENC, MDB	Tech Birmingham, MDB, ENC, RPC, BAA	1) GIS infrastructure & coordination 2) Regional Technology Industry Alliance 3) Biotechnology Association of Alabama	1) ST 2) ST 3) ST
11) Northern Beltline		\$1 Billion	Federal, State	ALDOT, MPO, FHWA	1) Design, Engineering 2) ROW Acquisition 3) Construction	1) ST 2) MT 3) LT
12) Birmingham Airport Improvements (Runway)			FAA, Birmingham	City, County, State	Development, improvement and funding schedule	LT
13) Fiber Optic Cable Loop		\$7 million	Local. USDA, ARC	Counties		MT
14) Highway 280 Improvements		\$10 million	ALDOT, FHWA, MPO	Counties, MPO, State	Add lanes with access management	LT
15) Improvements & Preservation Planning of Park Space		\$250,000	ADECA, DCNR	Counties, State, RPC, CAWACO, User Groups	Update & revise park master plan for Oak Mountain State Park	ST
16) Fund Resource Implementation Strategy						
17) Birmingham-Jefferson Film Office			BJFO, AFC, Birmingham, Jefferson County	MDB, BJFO	Develop strategy for marketing region	LT

REGION 3 – REGIONAL PLANNING COMMISSION OF GREATER BIRMINGHAM BLOUNT, CHILTON, JEFFERSON, ST. CLAIR, SHELBY, AND WALKER COUNTIES

LOCAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	LOCATION	COST	FUNDING SOURCE	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME*
1) Oneonta Industrial Park - Utility extensions (Oneonta)	Blount County	\$800,000				
2) Blount County Sewer (US Hwy 31, I-65, & Smoke Rise (Phase II))	Blount County	\$500,000				
3) Sanitary Sewer System (Locust Fork)	Blount County	\$1 million				
4) Four Lane Hwy 79 from Cleveland to Jefferson Co.	Blount County	\$42 million	ALDOT, FHWA			
5) Surface Water Filtration Plant and Transmission Main	Blount County	\$5 million	USDA, ARC, ADECA, EPA	County, Cities, Water Boards	Grant submittal	LT
6) Sanitary Sewer @ US 75, I-65	Blount County	\$1 million	ARC, EDA, USDA, ADECA	County	Grant submittal	ST
7) County Sewer Improvement-Rehabilitation of Sewer Lines (Infiltration of Storm Water)	Blount County	\$500,000		County		
8) County Sewer Improvement-Line Extension	Blount County	\$1.2 million		County		
9) County Sewer Improvement-Upgrade Machinery and Equipment	Blount County	\$250,000				
10) County Sewer Improvement-Replacement of Old Lines	Blount County	\$1 million				
11) County Sewer Improvement-Sewer Needed Around Main Well on Septic Tanks	Blount County	\$250,000				
12) New Water Line Installation and Refurbish Mount High Tank	Blount County	\$301,550		County		
13) New Water Tank (Allgood)	Blount County	\$500,000	ADECA, ARC, USDA	City, RPC	Grant submittal	ST
14) Replacement of Water Line (Allgood)	Blount County	\$12,000		City		
15) Replace Water System Computer (Allgood)	Blount County			City		
16) New Town Hall (Allgood)	Blount County		ADECA	City, RPC	Grant submittal	ST
17) Park (Allgood)	Blount County		ADECA	City, RPC	Grant submittal	ST
18) Sewer System (Allgood)	Blount County	\$750,000	ADECA, ARC, USDA	City, RPC	Grant submittal	ST
19) New Storage Tank (Blountsville)	Blount County	\$600,000		City		

REGION 3 – REGIONAL PLANNING COMMISSION OF GREATER BIRMINGHAM BLOUNT, CHILTON, JEFFERSON, ST. CLAIR, SHELBY, AND WALKER COUNTIES

LOCAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	LOCATION	COST	FUNDING SOURCE	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME*
20) Additional Water Source (Blountsville)	Blount County	\$500,000				
21) A Telemetry System (Blountsville)	Blount County	\$125,000				
22) Water Line Replacement (Blountsville)	Blount County	\$1.2 million				
23) Community Center (Cleveland)	Blount County					
24) Interconnection of Water with Oneonta (Cleveland)	Blount County	\$100,000				
25) Sanitary Sewer System (Hayden)	Blount County	\$1 million	USDA, ARC, ADECA, EPA	City	Grant submittal	MT
26) Fire Station (Locust Fork)	Blount County		ADECA, USDA	City, RPC	Grant submittal	ST
27) Sanitary Sewer System (Locust Fork)	Blount County	\$1 million	USDA, ARC, ADECA, EPA, EDA	City, County	Grant submittal	MT
28) Locust Fork Water System Improvements (Locust Fork)	Blount County	1) 500,000 2) 150,000 3) 50,000			1) New Water Tank 2) Permanent Office and Shop Yard Facilities 3) Additional Water Supply Source	
29) VFD Fire Truck and Equipment (Nectar)	Blount County		ADECA, USDA	City, RPC	Grant submittal	ST
30) Water Improvements-Lines and Storage (Nectar)	Blount County	\$600,000	ADECA, ARC, USDA	City, RPC	Grant submittal	ST
31) Oneonta Airport (Oneonta)	Blount County	\$600,000	FAA	City, County	Grant submittal	MT
32) Oneonta Industrial Park Improvements (Oneonta)	Blount County	\$2.6 million	ARC, EDA	City	1) Grant submittal 2) Construction	1) ST 2) ST
33) Recreational Park Development (Oneonta)	Blount County				1) Obtain Land 2) Development	
34) Fire Department Equipment (Oneonta)	Blount County					
35) New Raw Water Intake (Oneonta)	Blount County	\$1 million				
36) Oneonta Sewer Improvement-Infiltration Corrections (Oneonta)	Blount County	\$2 million				
37) Oneonta Sewer Expansion	Blount County	\$800,000				
38) Build new Oneonta City Complex (City Hall, Fire Station, Police, Civic Center) (Oneonta)	Blount County					

REGION 3 – REGIONAL PLANNING COMMISSION OF GREATER BIRMINGHAM BLOUNT, CHILTON, JEFFERSON, ST. CLAIR, SHELBY, AND WALKER COUNTIES

LOCAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	LOCATION	COST	FUNDING SOURCE (CASH/IN-KIND)	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME*
39) West Blount County Industrial Park (Smoke Rise)	Blount County		USDA, ARC, EPA, EDA	County	Grant submittal	ST
40) Water System Improvements (Snead)	Blount County				1) Additional Water Storage 2) Increase Water Supply	
41) Distance Learning System (Blount & Oneonta)	Blount County	\$500,000	ARC, USDA	Boards of Education		
42) Industrial Park - Water and sewer (Clanton)	Chilton County	\$1 million				
43) Chilton County Civic Center	Chilton County		Bond Issue	City, County		
44) Chilton County Land, Resource Inventory	Chilton County	\$20,000	ADO, County	County, RPC	1) Completion of inventory 2) Develop Infrastructure Plan	
45) Industrial Park Development w/access roads and utilities (Clanton)	Chilton County		ARC, EDA, USDA, EPA, ADECA	City, County	Grant submittal	
46) Industrial Park Development w/access roads and utilities (Jemison)	Chilton County		ARC, EDA, USDA, EPA, ADECA	City, County	Grant submittal	
47) Distance Learning System (Chilton County)	Chilton County	\$500,000	ARC, USDA	County Board of Education		
48) Maplesville Sewer US 82 (Maplesville)	Chilton County	\$900,000	EDA, ARC	City		
49) County Internet access	Chilton County					
50) I-65 Improvements - add lighting @ Exits 212 & 219	Chilton County					
51) I-65 Improvements - add 3 rd lane North & South from Clanton to Birmingham	Chilton County					
52) I-65 Improvements - add lanes to Exit 205 overpass	Chilton County					
53) US 31 improvements - 4 lane from I-65 Exit 212 to east of Exit 205	Chilton County					
54) Railroad Reservation Park	Jefferson County	\$50 million	Birmingham, Jefferson County, private and federal	Birmingham	1) Design 2) Phase I construction 3) Vertical structures 4) Venues & retail development	1) ST 2) ST 3) MT 4) MT
55) Red Mountain Park	Jefferson County	\$7 million	Federal, local, private	Fresh Water Partnership, private	1) Land acquisition 2) Master planning 3) Plan	1) ST 2) ST

REGION 3 – REGIONAL PLANNING COMMISSION OF GREATER BIRMINGHAM BLOUNT, CHILTON, JEFFERSON, ST. CLAIR, SHELBY, AND WALKER COUNTIES

LOCAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	LOCATION	COST	FUNDING SOURCE (CASH/IN-KIND)	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME*
56) Birmingham Comprehensive Plan Update & Focus Area Plans	Jefferson County	\$500,000	Federal, City of Birmingham	City of Birmingham, consultants	1) Consultant selection 2) Contract negotiations 3) Plan	1) ST 2) ST 3) ST
57) I-65 & Lakeshore Drive Interchange Improvements	Jefferson County		ALDOT, FHWA, MPO, local	Homewood, ALDOT		
58) Crestwood/Oporto Redevelopment District Project & Infrastructure Upgrades	Jefferson County		Local, private	Local, private	1) Master Plan 2) Eastwood Redevelopment	1) ST 2) ST
59) Birmingham Jefferson Civic Center expansion	Jefferson County					
60) Stockham Property redevelopment - sewer & roads (Birmingham)	Jefferson County					
61) Trinity Site redevelopment (Birmingham)	Jefferson County					
62) Entrepreneurial District (Birmingham)	Jefferson County					
63) Birmingham Downtown revitalization & infrastructure upgrades (Birmingham)	Jefferson County	\$2 million	Local, state, federal	ONB, City of Birmingham	1) Program development for streetscape assistance 2) Program development for pedestrian oriented signage	1) ST 2) ST
64) Bass Pro Shop - water and sewer (Leeds)	Jefferson County	\$2 million		ONB, Birmingham, RPC		
65) Park Place Culinary Incubator	Jefferson County	\$500,000	EDA, OCS, Private foundation, Community foundation	Carraway In-Town Community Development Corporation		
66) Hope VI Redevelopment Project (Birmingham)	Jefferson County					
67) Regional Fiber Optic Network Feasibility Study	Jefferson County	\$200,000	Private, Corporate, Foundation	County, RPC		
68) Regional Fiber Optic Network	Jefferson County	\$1.5 million				
69) I-59 Improvements	Jefferson County	\$220 million	ALDOT	MPO, ALDOT	1) Study 2) Design, Prelim. Engineering 3) ROW Acquisition 4) Construction	1) MT 2) MT 3) MT 4) MT
70) New Water Filtration Plant and Transmission Main	Jefferson County		Local, County	Birmingham Water Works Board		ST

REGION 3 – REGIONAL PLANNING COMMISSION OF GREATER BIRMINGHAM BLOUNT, CHILTON, JEFFERSON, ST. CLAIR, SHELBY, AND WALKER COUNTIES

LOCAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	LOCATION	COST	FUNDING SOURCE (CASH/IN-KIND)	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME*
71) Water and sewer @ Corridor X interchanges (Adamsville, Graysville, Brookside)	Jefferson County		ARC, EDA, EPA	County, Cities	Feasibility Study	MT
72) Bessemer Lending Program (Bessemer)	Jefferson County					
73) Bessemer Incubator (Bessemer)	Jefferson County				Additional Funding	ST
74) Bessemer Airport Runway Extension (Bessemer)	Jefferson County		FAA		1) Land Acquisition 2) Funding	
75) Bessemer Utilities Board Fiber Optic Network (Bessemer)	Jefferson County	\$750,000				
76) Redevelopment of Brownfield Sites	Jefferson County					
77) Interstate Industrial Park-Water for Fire Protection (Bessemer)	Jefferson County	\$500,000				
78) Water-Loop Liner on Cardiff Road (Brookside)	Jefferson County	\$95,000				
79) Relocate Water Line on Bivens Road (Brookside)	Jefferson County	\$120,000				
80) Downtown Water Line Replacement (Brookside)	Jefferson County	\$150,000				
81) Water-New Liner - Coalburg Rd and Powder Mill Road (Brookside)	Jefferson County	\$400,000				
82) Resurface US 75 from north of Five Mile Creek to County Courthouse (Centerpoint)	Jefferson County		City, ALDOT	City, MPO, ALDOT	Inclusion in LRTP and TIP	ST
83) Fairfield Kitchen Incubator	Jefferson County	\$2 million	City, County, ADECA, EDA, Private Sector	City	1) Funding 2) Property acquisition & renovation 3) Machinery & equipment purchase	ST
84) Fairfield New Sidewalks (Citywide)	Jefferson County		City, County	City	Grants Submittal	ST
85) Fairfield Civic Center Expansion	Jefferson County	\$2 million	Civic Center Authority	Civic Center Authority	Funding, Plans	ST
86) Valley Road, Aaron Aronov Flyover	Jefferson County	\$10-30 million	City, County, State, Private	City, Private	1) Funding 2) Study, Plan	
87) Fairfield Downtown Revitalization (Main Street Program)	Jefferson County	\$500,000	City, County, Private	City, Private	Funding	ST
88) Fairfield Fiber Optics	Jefferson County					ST

REGION 3 – REGIONAL PLANNING COMMISSION OF GREATER BIRMINGHAM BLOUNT, CHILTON, JEFFERSON, ST. CLAIR, SHELBY, AND WALKER COUNTIES

LOCAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	LOCATION	COST	FUNDING SOURCE (CASH/IN-KIND)	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME*
89) I-59, 20 improvements	Jefferson County		State	City, County, State	1) Study 2) Design, Prelim Engineering 3) Construction	ST
90) Fairfield Small Business Lending Program	Jefferson County	\$500,000	City, Seedco, County		Funding (Grants & Loans)	ST
91) Fairfield Senior Citizen Center	Jefferson County		City		1) Funding (Grants) 2) Site location	ST
92) Fairfield Industrial Park Development & Improvements and Expansion	Jefferson County	\$5 million	General Fund, ADECA, County	City, County	Funding (Grants)	ST
93) Fairfield Historic, Tourism Plan	Jefferson County			City, Public, Private	1) Inventory local tourism resources 2) Implement tourism marketing plan	ST
94) Fairfield Economic Dev Recruitment Initiative	Jefferson County		City	City, County, MDB		ST
95) Housing Development and Redevelopment Initiatives	Jefferson County	\$20 million	City, Non-Profits, Other	City, County, Private, Non- Profits, Other	1) 100 rehabs homes over 2) 15 loft in downtown 3) 50 new single family homes	ST
96) Fairfield Technology Initiative	Jefferson County	\$2.5 million		City, College, Private		ST
97) Community Center Expansion and Improvement	Jefferson County	\$1 million		City, County, Private, Other		ST
98) Brownfield Initiative (Assessment and Clean up Program)	Jefferson County	\$500,000	City	EPA, County, City, Private	Request for funding	ST
99) Land Use Management and Development Plan	Jefferson County	\$30,000		City, RPC	Study	ST
100) Downtown Historic Designations	Jefferson County	\$30,000		City, Private	Funding	ST
101) Needs Second Connection to Birmingham Water Works Board (Graysville)	Jefferson County					
102) Sewer Installation in North Graysville (Graysville)	Jefferson County					
103) Development of Five Mile Creek Riverwalk (Graysville)	Jefferson County					
104) Acquisition of land in wetlands, floodplains, floodways to protect Cahaba River and Shades Creek for parks to protect ridges (Hoover)	Jefferson County			City		

REGION 3 – REGIONAL PLANNING COMMISSION OF GREATER BIRMINGHAM BLOUNT, CHILTON, JEFFERSON, ST. CLAIR, SHELBY, AND WALKER COUNTIES

LOCAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	LOCATION	COST	FUNDING SOURCE (CASH/IN-KIND)	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME*
105) Construction of sidewalks along all US and State routes (Hoover)	Jefferson County			City		
106) Road and site development for economic development projects (Hoover)	Jefferson County			City		
107) Indoor Track Multi-use Facility (Hoover)	Jefferson County	\$25 million	City, state, private			
108) Senior Center Phase II (Hoover)	Jefferson County					
109) Hueytown Park Improvements (Hueytown)	Jefferson County		ADECA, AHC, General Fund	City, RPC	Grant Submittal	ST
110) Forest Road Widening (Hueytown)	Jefferson County		ALDOT, City	City, MPO, ALDOT	Inclusion in TIP	ST
111) Water System Improvements in Old Irondale North and South Sides (Irondale)	Jefferson County	\$1.4 million				
112) Highland Water Tank (Irondale)	Jefferson County	\$1 million				
113) Repair Clear Well Along 108 North and 22 nd Street (Irondale)	Jefferson County	\$400,000				
114) Jefferson Co. Middle School (Kimberly)	Jefferson County		Board of Education	County		
115) Senior Citizen Community Center (Kimberly)	Jefferson County	\$200,000	Grant	Jefferson County Commission		ST
116) Leeds Flood Mitigation (Leeds)	Jefferson County		FEMA, General Fund	City	1) Apply for hazard mitigation funds 2) Complete existing plans	1) ST 2) ST
117) Expansion Study for Leeds Water Works Board (Leeds)	Jefferson County					
118) Upgrade Water System (Mulga)	Jefferson County					
119) Water Tank at Hawk Ridge Road (Trussville)	Jefferson County	\$1 million				
120) New Well (Trussville)	Jefferson County	\$500,000			Site Determination	
121) New Booster Pump Station on Hwy 11 (Trussville)	Jefferson County	\$150,000				
122) Mid-way Tank Reinforcements (Trussville)	Jefferson County	\$475,000				

REGION 3 – REGIONAL PLANNING COMMISSION OF GREATER BIRMINGHAM BLOUNT, CHILTON, JEFFERSON, ST. CLAIR, SHELBY, AND WALKER COUNTIES

LOCAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	LOCATION	COST	FUNDING SOURCE (CASH/IN-KIND)	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME*
123) Relocate Water Line on Flat Top Road (West Jefferson)	Jefferson County					
124) Lakeshore, I-459 improvements	Jefferson County		ALDOT, County			
125) Tarrant City Fiber Optic Network (Tarrant)	Jefferson County	\$500,00	ARC	City		
126) Pell City Industrial Park (Iceman Project) - Sewer extension (Pell City)	St. Clair County	\$800,000				
127) Hospital, Business Incubator, Jefferson State College Complex - Sewer extension (Pell City)	St. Clair County	\$3 million				
128) Business Incubator (Pell City)	St. Clair County	\$250,000				
129) I-59 Improvements	St. Clair County	\$100,000 (Study)	ALDOT, FHWA	MPO, ALDOT	1) Study 2) Design, Prelim. Engineering 3) ROW Acquisition 4) Construction	1) ST 2) MT 3) MT 4) MT
130) I-20 Widening	St. Clair County	\$140 million	ALDOT, FHWA	City, County, ALDOT	Decreased number of traffic fatalities	MT
131) State Highway Improvements	St. Clair County	\$23 million	ALDOT	ALDOT	1) Study 2) Design, Prelim. Engineering 3) ROW Acquisition 4) Construction	1) ST 2) MT 3) MT 4) MT
132) Water Treatment Plant	St. Clair County		General Fund, ADECA, ARC	County	1) Study, location 2) Design, bids 3) Construction	1) ST 2) MT 3) MT
133) Distance Learning and County Data Network	St. Clair County	\$400,000	County, Board of Education	County		
134) Ashville Industrial Park (Ashville)	St. Clair County		ADECA, EDA, ARC, USDA, General Fund	City, County, EIDA, RPC	1) Grant Submittal 2) Marketing Plan	1) ST 2) ST
135) Pell City Business Incubator (Pell City)	St. Clair County		ADECA, ARC, EDA, General Fund	City, County, RPC	1) Funding (Grants) 2) Building, Construction	1) ST 2) MT
136) Pell City Industrial Park Infrastructure Improvements (Pell City)	St. Clair County		ADECA, ARC, EDA, General Fund, USDA	City, RPC	1) Grant submittal 2) Complete water, sewer, rail, & drainage improvements	1) ST 2) MT
137) Pell City Convention Center (Pell City)	St. Clair County		ADECA, ARC, EDA, City, County	City, County	Implement Marketing Plan	MT
138) New Sidewalks (Ragland)	St. Clair County	\$250,000	ALDOT, FHWA, City, State			

REGION 3 – REGIONAL PLANNING COMMISSION OF GREATER BIRMINGHAM BLOUNT, CHILTON, JEFFERSON, ST. CLAIR, SHELBY, AND WALKER COUNTIES

LOCAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	LOCATION	COST	FUNDING SOURCE (CASH/IN-KIND)	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME*
139) Senior Citizen and Town Hall Building (Ragland)	St. Clair County	\$800,000				
140) New Tank and Water Line Repair (Ragland)	St. Clair County		County	County		ST
141) Adequate Sewer Service on Hwy 78 (Riverside)	St. Clair County					
142) Library, Community Center, Town Hall (Steele)	St. Clair County	\$1.2 million	ARC			
143) Pell City Sewer Repair , New Sewer (Pell City)	St. Clair County	\$25 million	ARC, EDA, USDA, CDBG	City		
144) Shelby County Airport Improvement	Shelby County					
145) CR 11 Widening (Alabaster)	Shelby County	\$2.9 million	BHST	County		MT
146) CR 52 Widening (east Pelham)	Shelby County	\$7.2 million	BHST	County		ST
147) I-65, CR 17 Interchange Reconfiguration	Shelby County	\$8 million	IMDIS	ALDOT		ST
148) I-65 Widening	Shelby County	\$76 million	NHO4, IM98, IMDIS	ALDOT		ST, MT
149) CR 17 Widening (Pelham, Hoover)	Shelby County	\$1,5 million	IMDIS	ALDOT		ST
150) SR 261 Widening	Shelby County	\$11.5 million	AAST	ALDOT		ST
151) Helena By-Pass	Shelby County	\$18 million	HPPP, Local	ALDOT, Helena		MT
152) Calera By-Pass	Shelby County	\$13.8 million	HPPP, Local	ALDOT, Calera		MT
153) SR 119 Widening (North Shelby)	Shelby County	\$18 million	AAST	ALDOT		MT
154) US 31 Widening (Alabaster to Hoover)	Shelby County	\$8.6 million	AAST	ALDOT		MT
155) SR 145 Re-Route (south of Wilsonville)	Shelby County	\$3 million	STAAH	ALDOT		ST
156) CR 17 Widening (east of CR 29)	Shelby County	\$10.9 million	BHST	Hoover		MT
157) CR 29 Widening (Cahaba River area)	Shelby County	\$1.6 million	BHST	Jefferson County		ST

REGION 3 – REGIONAL PLANNING COMMISSION OF GREATER BIRMINGHAM BLOUNT, CHILTON, JEFFERSON, ST. CLAIR, SHELBY, AND WALKER COUNTIES

LOCAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	LOCATION	COST	FUNDING SOURCE (CASH/IN-KIND)	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME*
158) I-65 Interchange Improvements (Exits 242, 234, 238)	Shelby County	\$75 million				
159) Shelby West Corporate Park Development	Shelby County	\$5 million				
160) New Water Filtration Plant and Transmission Main	Shelby County	\$80 million	Local	County	Scheduled Completion January 2008	ST
161) Sewer Treatment Plant Upgrade (Columbiana)	Shelby County		General Fund, ADECA, ARC	City, Consultants	Study, Eng.	ST
162) Extend Sewer System (Columbiana)	Shelby County		General Fund, ADECA, ARC	City, RPC	Study, Eng	ST
163) Proposed Small Business Incubator	Shelby County	\$1 million	Grant, Private Funds	Chamber of Commerce	Study	MT
164) Tom Bevill Industrial Park - Sewer, water & road (Jasper)	Walker County	\$600,000				
165) Land Use Management and Development Plan Corridor X	Walker County	\$425,000		RPC	Study	ST
166) Water and sewer @ Corridor X interchanges (Carbon Hill, Cordova, Dora, Jasper)	Walker County		ARC, EDA, USDA, EPA, ADECA	County, Cities	Grant submittal	MT
167) Wastewater Treatment Capacity (Dora, Sipsey, Sumiton)	Walker County		ARC, EDA, USDA, ADECA	City, County, East Walker Sanitary Sewer Authority	Grant submittal	ST
168) Tom Bevill Industrial Park Improvements (Jasper)	Walker County	\$600,000	ARC, EDA	City	1) Grant submittal 2) Construction	1) ST 2) ST
169) Oakman Senior Center (Oakman)	Walker County	\$75,000				
170) Distance Learning System	Walker County	\$500,000	ARC, USDA	Board of Education		

*** Time Frame**

ST (Short Term) = 0 - 2 years

MT (Mid Term) = 3 - 5 years

LT (Long Term) = Ongoing, annual

Source: Region 3 Comprehensive Economic Development Strategy 2006

REGION 6 – ALABAMA-TOMBIGBEE REGIONAL COMMISSION

CHOCTAW, CLARKE, CONECUH, DALLAS, MARENGO, MONROE, PERRY, SUMTER, WASHINGTON, AND WILCOX COUNTIES

REGIONAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	LOCATION	COST	FUNDING SOURCE	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME*
1. Create an environment that encourages economic growth of the region, while utilizing available resources. <ul style="list-style-type: none"> • Develop Regional clusters (retail, recruitment, Industrial, business) • Develop multi-county efforts • ACE program expansions (program for counties) • Regional industrial parks • Countywide and regional marketing plans • Regional efforts for tourism including tourism infrastructure (hotels, restaurants, etc.) • Regional lodging tax to provide money to market area • Promote agriculture (vegetable farming) • Develop website for regional tourism with links to additional information • Develop comprehensive GIS system for economic development • Entrepreneurial/ small business development • Support WIRED grant initiatives in eligible counties 						

REGION 6 – ALABAMA-TOMBIGBEE REGIONAL COMMISSION

CHOCTAW, CLARKE, CONECUH, DALLAS, MARENGO, MONROE, PERRY, SUMTER, WASHINGTON, AND WILCOX COUNTIES

REGIONAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	LOCATION	COST	FUNDING SOURCE	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME*
<p>2. To support a system that meets the needs of the region through a comprehensive plan of educational opportunities.</p> <ul style="list-style-type: none"> • Promote education as a priority • Develop more pre school opportunities • Better market workforce development efforts • Vocational and trade schools • Improve infrastructure for education • Address drop out rates • Promote distance learning through technological advancements • Identify and focus on industry's needs • Expand and improve library services including access to technology • Educate populous on citizenship/ electoral process • Hold education and business leader roundtables • Encourage and/or expand school foundations • Promote/develop adult learning programs 						

REGION 6 – ALABAMA-TOMBIGBEE REGIONAL COMMISSION

CHOCTAW, CLARKE, CONECH, DALLAS, MARENGO, MONROE, PERRY, SUMTER, WASHINGTON, AND WILCOX COUNTIES

REGIONAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	LOCATION	COST	FUNDING SOURCE	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME*
<p>3. To work with public and private entities to improve, expand and maintain an infrastructure system capable of meeting and enhancing the present and future needs of the region.</p> <ul style="list-style-type: none"> • Highway development including 80, 84, 43, 17, 10, and 5 • Support I-85 extension through region • Continued reinvestment in existing infrastructure (i.e. water, sewer) • Investment in new infrastructure (i.e. water, sewer, industrial parks) • Develop both local and regional industrial parks • Improve roads and bridges • Support funding for navigable waterways • Port and riverfront development • Support the enhancement of airports and airstrips • Support technology infrastructure for small business • Technological advances making services available region wide. 						

REGION 6 – ALABAMA-TOMBIGBEE REGIONAL COMMISSION

CHOCTAW, CLARKE, CONECUH, DALLAS, MARENGO, MONROE, PERRY, SUMTER, WASHINGTON, AND WILCOX COUNTIES

REGIONAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	LOCATION	COST	FUNDING SOURCE	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME*
<p>4. To attract and develop quality leadership that enhances the image and integrity of the region.</p> <ul style="list-style-type: none"> • Encourage and support adult and youth leadership programs in all ten counties • Maintain effective communication with legislative delegation and develop a regional legislation • Support regional leadership efforts • Encourage community leadership • Utilize mentoring programs in school to develop leadership • Develop non-traditional leaders • Support adequately funded and staffed Chambers of Commerce/Economic Development Organizations 						
<p>5. To provide an atmosphere that fosters civic pride and responds to the needs and desires of the region.</p> <ul style="list-style-type: none"> • Development and expansion of recreation opportunities • Develop special programs for youths and seniors • Support and encourage beautification/litter control efforts and recycling • Expansion and retention of healthcare services • Promote historic preservation • Enhance training and equipment for law enforcement • Enhance rural transportation program • Enhance and support arts and culture • Provide adequate, affordable housing 						

REGION 6 – ALABAMA-TOMBIGBEE REGIONAL COMMISSION

CHOCTAW, CLARKE, CONECUH, DALLAS, MARENGO, MONROE, PERRY, SUMTER, WASHINGTON, AND WILCOX COUNTIES

LOCAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	LOCATION	COST	FUNDING SOURCE	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME*
Expand Rogers Park (Butler)	Choctaw County	\$300,000				
Industrial Park on Highway 84	Choctaw County	\$2,000,000				
Develop Port at Naheola	Choctaw County	\$2,000,000				
Public Housing	Choctaw County	Unknown				
Complete Countywide Water System	Choctaw County	Unknown				
County Roadbank Stabilization	Choctaw County	\$200,000				
Highway and Bridge Improvements/ Highway 84 Four Lane	Choctaw County	Unknown				
Highway Improvements on 156	Choctaw County	Unknown				
Countywide Recreational Improvements	Choctaw County	Unknown				
Recreational Lake	Choctaw County	\$1,000,000				
Sewage System	Gilbertown	\$500,000				
Elderly and Low Income Housing	Lisman	Unknown				
Rural Transportation System	Lisman	\$200,000				
Health Clinic	Lisman	\$750,000				
Sewage System	Needham	\$500,000				
Expand Park	Pennington	Unknown				
Expand Sewage Facility	Pennington	Unknown				
Recreational Park	Silas	\$500,000				
Sewage System	Silas	\$500,000				
Community Center	Silas	\$500,000				
Sewage System	Toxey	\$500,000				
Infrastructure for North Industrial Park	Clarke County	\$3,000,000				
Construct Docking Facilities	Clarke County	Undetermined				
North Industrial Park	Clarke County	Unknown				
Countywide Water System	Clarke County	Unknown				
Upgrade Sewage Systems Countywide	Clarke County	Unknown				
Four Lane Highway 84	Clarke County	Unknown				
Construct Boat Ramps	Clarke County	\$100,000				
Develop Campsites	Clarke County	\$300,000				
Water Based Recreation Park	Clarke County	\$500,000				
Sewage System	Coffeeville	\$500,000				
Rehab Water System	Coffeeville	\$750,000				
Sewage System	Fulton	\$500,000				
Construct Water Treatment Facility	Grove Hill	\$2,000,000				
Increase Size of Water Mains	Grove Hill	\$250,000				
Correct Storm Drainage Problems	Grove Hill	\$375,000				
Airport Extension	Grove Hill	\$1,000,000				
Housing Rehabilitation	Grove Hill	\$1,000,000				

REGION 6 – ALABAMA-TOMBIGBEE REGIONAL COMMISSION

CHOCTAW, CLARKE, CONECUH, DALLAS, MARENGO, MONROE, PERRY, SUMTER, WASHINGTON, AND WILCOX COUNTIES

LOCAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	LOCATION	COST	FUNDING SOURCE	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME*
Community Housing Renewal	Jackson	\$500,000				
Expand Sewer for Industrial Park	Jackson	\$350,000				
Water System Extension	Jackson	\$400,000				
Upgrade Water Distribution System	Jackson	\$500,000				
Airport Improvements and Extension	Jackson	\$350,000				
Improve Boat Ramps	Jackson	\$100,000				
Softball Fields	Jackson	\$200,000				
Water Treatment Plant & Service Lines	Thomasville	\$20,000,000				
Murder Creek Development Project	Conecuh County	\$10,000,000				
Coastal Gateway ID Park - Infrastructure	Conecuh County	\$2,000,000				
Expand Evergreen ID Park	Conecuh County	\$1,000,000				
Countywide Water System	Conecuh County	\$2,500,000				
Murder Creek Development	Conecuh County	\$10,000,000				
Recreational Park	Castleberry	\$150,000				
Expand Sewage System	Evergreen	\$500,000				
Public Housing	Repton	\$2,000,000				
Sewage System	Repton	\$300,000				
Improve Countywide Industrial Parks	Dallas County	\$1,000,000				
Restoration of Historic Properties	Dallas County	Unknown				
Expand Countywide Water System	Dallas County	Unknown				
Expand Rural Transportation System	Dallas County	Unknown				
Sewage System	Orrville	\$500,000				
Upgrade Water Distribution System	Orrville	\$500,000				
Surface Water Drainage	Orrville	\$500,000				
Riverfront Development	Selma	\$750,000				
Rehab Sewer & Drainage	Selma	\$1,500,000				
Expand Recreational Facilities	Selma	\$500,000				
Recreation Park Walking Trail	Valley Grande	\$1,000,000				
Sewage System	Sweet Water	\$500,000				
Water System Extension	Sweet Water	Unknown				
Bypass Construction	Demopolis	Unknown				
Airport Improvements	Demopolis	Unknown				
Airport Renovations	Linden	Unknown				
Water & Sewer Improvements to Industrial Park	Linden	\$300,000				
Linden Recreation Complex	Linden	\$1,000,000				
County Industrial Park	Marengo County	Unknown				
Infrastructure for Demopolis ID Park	Marengo County	\$1,500,000				
Develop Jogging Trail	Marengo County	\$50,000				

REGION 6 – ALABAMA-TOMBIGBEE REGIONAL COMMISSION

CHOCTAW, CLARKE, CONECUH, DALLAS, MARENGO, MONROE, PERRY, SUMTER, WASHINGTON, AND WILCOX COUNTIES

LOCAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	LOCATION	COST	FUNDING SOURCE	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME*
Improve Boat Ramps	Marengo County	\$50,000				
Rural Health Program	Marengo County	\$750,000				
Equipment for Park Facilities	Thomaston	\$100,000				
Health Clinic	Thomaston	\$750,000				
Downtown Revitalization	Thomaston	\$300,000				
Low Income Housing	Thomaston	\$1,000,000				
Sewage System	Thomaston	Unknown				
Rehab Water System - Thomaston	Thomaston	\$750,000				
Expand Sewer System	Beatrice	Unknown				
Sewage System	Excel	\$500,000				
Water & Sewage	Mexia	Unknown				
Develop ID Park in Beatrice Area	Monroe County	\$750,000				
Extend Four Lane from Highway 84 to Frisco City y	Monroe County	Unknown				
Widen Highway 21	Monroe County	Unknown				
Four Lane Highway 84	Monroe County	Unknown				
Expansion of Home Health Program	Monroe County	Unknown				
Recreation Hall	Monroeville	\$200,000				
Housing Rehabilitation	Vredenburgh	Unknown				
Rural Transportation System	Vredenburgh	\$200,000				
Ball Field and Park	Vredenburgh	\$75,000				
Sewage System	Vredenburgh	\$300,000				
Drainage Project	Vredenburgh	Unknown				
Softball Fields	Vredenburgh	Unknown				
Tennis Courts	Vredenburgh	Unknown				
Softball Fields	Marion	\$700,000				
Industrial Park Improvements	Perry County	\$1,000,000				
Public Housing	Perry County	\$1,500,000				
County Water System	Perry County	\$1,500,000				
Airport Improvements	Perry County	\$1,000,000				
Public Park	Perry County	\$200,000				
Health Clinic	Uniontown	\$750,000				
Expand Water System	Cuba	Unknown				
Sewage System	Emelle	Unknown				
Sewage System	Epes	\$500,000				
Sewage System	Gainesville	\$500,000				
Sewage System	Geiger	\$500,000				
Housing Rehabilitation	Livingston	\$300,000				
Develop ID Park in Cuba	Sumter County	Unknown				

REGION 6 – ALABAMA-TOMBIGBEE REGIONAL COMMISSION

CHOCTAW, CLARKE, CONECUH, DALLAS, MARENGO, MONROE, PERRY, SUMTER, WASHINGTON, AND WILCOX COUNTIES

LOCAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	LOCATION	COST	FUNDING SOURCE	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME*
Upgrade Sewer Systems	Sumter County	Unknown				
Interstate Exchange Off Ramp	Sumter County	Unknown				
Overnight Campsite	Sumter County	\$1,000,000				
Overhead Water Storage Tank	York	\$750,000				
Airport Improvements	York	Unknown				
Nature Trail	York	\$50,000				
Softball Complex	York	\$200,000				
Housing Rehabilitation	Chatom	\$300,000				
Airport Improvements	Chatom	\$300,000				
Expand and Improve Water System	Chatom	Unknown				
Natural Gas Lines	Chatom	Unknown				
Sewage System Upgrade	Chatom	\$300,000				
Public Health Clinic	Chatom	Unknown				
Tennis Courts	Chatom	\$100,000				
Public Park Deer Park	Fruitdale	\$200,000				
Sewage System	McIntosh	\$500,000				
Public Boat Launch	McIntosh	\$200,000				
Sewage System	Millry	\$350,000				
Public Housing	Millry	\$1,000,000				
Improve Drainage in Housing Projects	Washington Co.	Unknown				
Develop Dock Facility	Washington Co.	Undetermined				
Improve Countywide Industrial Parks	Washington Co.	\$1,000,000				
Comprehensive Industrial Park	Washington Co.	\$1,000,000				
Conserve and Enhance Historic Properties	Washington Co. (Old St. Stephens)	\$300,000				
Countywide Water System	Washington Co.	Unknown				
Sewage at County Schools	Washington Co.	Unknown				
Improve Solid Waste Program	Washington Co.	Unknown				
Bridges on Highway 17	Washington Co.	\$1,000,000				
Passing Lanes on Highway 17	Washington Co.	\$600,000				
Agriculture Center with Covered Arena	Washington Co.	\$600,000				
Improve School Facilities	Washington Co.	Unknown				
Update Recreation Plan	Washington Co.	\$10,000				
Housing Rehabilitation	Camden	\$400,000				
Community Center	Camden	\$250,000				
Water System Extension	Coy	Unknown				
Sewage System	Oak Hill	\$300,000				
Sewage System	Pine Apple	\$350,000				

REGION 6 – ALABAMA-TOMBIGBEE REGIONAL COMMISSION

CHOCTAW, CLARKE, CONECUH, DALLAS, MARENGO, MONROE, PERRY, SUMTER, WASHINGTON, AND WILCOX COUNTIES

LOCAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	LOCATION	COST	FUNDING SOURCE	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME*
Public Housing	Wilcox County	\$1,500,000				
Infrastructure for I.D. Park on Highway 28	Wilcox County	\$1,000,000				
Countywide Water System Improvements	Wilcox County	Unknown				
Expand County Water System	Wilcox County	\$1,500,000				
Solid Waste Transfer Station	Wilcox County	\$300,000				
Continuing Vocation Programs	Wilcox County	Unknown				
Recreation Park	Wilcox County	\$300,000				
Adult Education Program	ATRC Region	Unknown				
Continuing Education Programs	ATRC Region	Unknown				
County School Buildings	ATRC Region	Unknown				
Expand Elderly Employment Slots	ATRC Region	Unknown				
Expand Rural Health Services	ATRC Region	Unknown				
Expand Secondary Education Outreach Programs	ATRC Region	Unknown				
Expand Water and Sewer in Industrial Parks	ATRC Region	Unknown				
Expansion of Home Health Program	ATRC Region	Unknown				
Manpower Training Program	ATRC Region	Unknown				
Mobile Health Clinic	ATRC Region	Unknown				
Workforce Development Programs	ATRC Region	Unknown				
Rehab Water & Sewer Systems	ATRC Region	Unknown				
Expansion of Rural Transportation System	ATRC Region	Unknown				
Golf Course Expansion	Craig Field	\$1,000,000				
I-85 Extension (Montgomery to I-20/59)	Dallas, Perry, Marengo, and Sumter Counties	Unknown				
Four lane Highway 43	Clarke, Marengo Counties	Unknown				
Four Lane Highway 80	Marengo, Perry, Sumter Counties	Unknown				

Source: Region 6 Comprehensive Economic Development Strategy 2006

REGION 8 – THE SOUTH ALABAMA REGIONAL PLANNING COMMISSION

MOBILE, BALDWIN, AND ESCAMBIA COUNTIES

REGIONAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	ISSUE CATEGORY	LOCATION	FUNDING SOURCE	RESPONSIBILITY	BENCHMARK	TIME FRAME
1) Technology Centers (Incubators, Entrepreneurial Centers and Research Centers)	Economic Development	Region-Wide	ADECA, EDA, Universities and Community Colleges (Cash and in-kind)	SARPC, Mobile Area Chamber, Baldwin County Economic Development Alliance, Escambia County Industrial Development Board	1) Identify location and type of Technology Centers 2) Regional Technology asset inventory. 3) Established Technology Centers.	1) Short Term 2) Short Term 3) Medium/Long Term
2) Regional Workforce Development Plan	Economic Development/ Quality of Life/ Education	Region-Wide	ADO, EDA, EDPA, CCAA	SARPC, CCAA, Mobile Area Chamber, Baldwin County Economic Development Alliance, Escambia County Industrial Development Authority, County School Systems, Mobile Works, Alabama Works, Universities and Community Colleges	1) Improved retention rates of existing businesses. 2) Establish and Coordinate with a Regional Chamber Association. 3) Survey business/industry training needs. 4) Improve High School Curriculum 5) Establish Programs linking Universities & Community Colleges	1) Short Term 2) Short Term 3) Short Term 4) Medium Term 5) Medium/Long Term
3) Regional Economic Development (Recruitment and Support)	Economic Development/ Quality of Life	Region-Wide	ADO, EDA, EDPA	SARPC, Mobile Area Chamber, Baldwin County Economic Development Alliance, Escambia County Industrial Development Authority	1) Inventory of available buildings and developable properties. 2) Recruit new businesses. 3) Support Existing Business	1) Short Term 2) Medium Term 3) Long Term
4) Regional Start-up and Existing Business Expansion Assistance	Economic Development/ Education	Region-Wide	ADO, EDA, SARPC, BCEDA, EDPA, CCAA	SARPC, CCAA, Mobile Area Chamber, Baldwin County Economic Development Alliance, Escambia County Industrial Development Authority	1) Improved retention rates of existing businesses. 2) Establish and Coordinate with a Regional Chamber Association. 3) Survey business/industry training needs. 4) Programs linking universities & vocational schools	1) Short Term 2) Short Term 3) Short Term 4) Medium Term
5) Regional Transportation Plan	Land Use and Planning/ Infrastructure	Region-Wide	ALDOT, ADO, ADECA,	SARPC, MPO, Area Chambers, Local Governments, Baldwin County Economic Development Alliance, Escambia County Industrial Development Authority	1) Transportation Plan and components.	1) Short Term

REGION 8 – THE SOUTH ALABAMA REGIONAL PLANNING COMMISSION MOBILE, BALDWIN, AND ESCAMBIA COUNTIES

REGIONAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	ISSUE CATEGORY	LOCATION	FUNDING SOURCE	RESPONSIBILITY	BENCHMARK	TIME FRAME
6) Regional Infrastructure Plan	Infrastructure/Land Use and Planning	Region-Wide	ADECA, USDA Rural Dev., ADEM	SARPC, Water and Sewer Systems, Local Governments	1) Create Regional Water and Sewer Authority. 2) Regional water and sewer resource assessment. 3) Long-range regional growth plan for water and sewer.	1) Short Term 2) Short Term 3) Long Term
7) Expand the following academic training in High Schools • Aviation/Aerospace • Pre-engineering • Character Building	Quality of Life/Education/Economic Development	Region-Wide	Property Tax, Sales Tax	State BOE, SARPC, Industrial Development Boards and County BOE	1) Reduce Dropout Rate 2) Improve school to work program	1) Short Term 2) Short Term
8) Funding Support for Solid Waste Plans	Infrastructure, Land Use and Planning	Region-Wide	ADEM, Local	SARPC, Solid Waste Authorities, ADEM, Local Governments	1) Update Plans	1) Short Term
9) Tourism Attraction Plan	Land Use and Planning/Quality of Life/Economic Development	Baldwin County	Alabama Bureau of Tourism, and Travel, ADECA, RSA, AHC	Local Area Chambers, BCEDA	1) Inventory regional tourism resources. 2) Tourism economic impact analysis. 3) Develop regional tourism marketing plan. 4) Implement tourism marketing plan.	1) Short Term 2) Short Term 3) Short Term 4) Medium Term
10) Support of the Baldwin Technology Council	Economic Development	Baldwin County		BCEDA/SARPC		
11) Countywide Affordable Housing Needs Assessment is in the final stages	Quality of Life/Economic Development	Baldwin County		BCEDA/Baldwin County	1) Forming a Coordinated Housing Alliance	1) Short Term

REGION 8 – THE SOUTH ALABAMA REGIONAL PLANNING COMMISSION MOBILE, BALDWIN, AND ESCAMBIA COUNTIES

LOCAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	ISSUE CATEGORY	LOCATION	FUNDING SOURCE	RESPONSIBILITY	BENCHMARK	TIME FRAME
1) Develop I-65 Industrial Park Super Site in North Baldwin County	Infrastructure/Economic Development/Quality of Life	Baldwin County	General Fund, EDA, USDA, EPA	BCEDA	1) Study/engineering	1) Short Term
2) Continue too develop Bay Minette Industrial Park	Infrastructure/Economic Development/Quality of Life	Baldwin County	General Fund, EDA, USDA	Local Area Chambers, BCEDA, SARPC	1) Construct a Spec Building	1) Short Term
3) Develop an Industrial site in North Mobile County and South Mobile County	Infrastructure/Economic Development/Quality of Life	Mobile County	General Fund, EDA, USDA EPA	Mobile County	1) Study/engineering	1) Short Term
4) Implement Wastewater treatment/sewer project in North Mobile County and South Mobile County	Infrastructure/Economic Development/Quality of Life	Mobile County	General Fund, USDA	Mobile County	1) Study/engineering	1) Short Term
5) Airport improvements	Infrastructure/Economic Development	Atmore	Federal Aviation Department, State Legislature, ALDOT	Airport Authority, ALDOT	1) Airport Expansions and Runway Improvements	1) Short Term
6) Provide access and improvements to Industrial Parks.	Infrastructure/Economic Development	Atmore	General Fund, ADECA, DRD	Atmore/SARPC	1) Study/engineering 2) Application	1) Short Term 2) Medium Term
7) Infrastructure improvements include paving, drainage and sidewalks, sewer lines, mains and lagoon	Infrastructure/Economic Development/Quality of Life	Brewton	General Fund, ADECA, DRA, FEMA	Brewton/SARPC	1) Study/engineering 2) Application	1) Short Term 2) Medium Term
8) Improvements to the Airport	Infrastructure/Economic Development	Bay Minette	Federal Aviation Department, State Legislature, ALDOT	Airport Authority, ALDOT	1) Airport Expansions and Runway Improvements	1) Short Term
9) Acquire a new business park	Economic Development	Daphne	Daphne	Daphne	1) Acquisition	1) Short Term
10) Improvements to Airport	Infrastructure/Economic Development	Fairhope	Federal Aviation Department, State Legislature, ALDOT	Airport Authority, ALDOT	1) Airport Expansions and Runway Improvements	1) Short Term
11) Developing a Spec Industrial Building	Economic Development	Bay Minette, Gulf Shores and Orange Beach	EDA/USDA/EPA/ADECA	Bay Minette, Gulf Shores, Orange Beach BCEDA	1) Grant Submittal	1) Short Term
12) Identify and acquire business park sites	Economic Development	Summerdale, Robertsedale, Fairhope	EDA, USDA, EPA, ADECA	Summerdale, Robertsedale, Fairhope, BCEDA, SARPC	1) Grant Submittal	1) Short Term

REGION 8 – THE SOUTH ALABAMA REGIONAL PLANNING COMMISSION MOBILE, BALDWIN, AND ESCAMBIA COUNTIES

LOCAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	ISSUE CATEGORY	LOCATION	FUNDING SOURCE	RESPONSIBILITY	BENCHMARK	TIME FRAME
13) Implement Port of Mobile Intermodal Terminal Development	Infrastructure/Quality of Life/ Economic Development	Mobile	ALDOT, General Fund	MPO/Mobile City, Mobile County State Port Authority	1) Implementation	1) Short Term
14) Create University of South Alabama Technology Park	Infrastructure/Quality of Life/ Economic Development/Education/ Workforce Development	Mobile	EDA/ADO/USA/ General Fund	USA Research and Technology Corporation	1) Design 2) Construction 3) Establish centers in industrial research, entrepreneurship and business incubation	1) Short Term 2) Short Term 3) Medium/ Long Term
15) Market International Paper site re-use project	Economic Development	Mobile	EDA/General Fund	State Port Authority/Mobile City/ Mobile County	1) Study 2) Construction	1) Short Term 2) Medium Term
16) Initiate Brookely Air Cargo/Aerospace Business Development	Economic Development	Mobile	Federal Aviation Department, State Legislature, ALDOT	Airport Authority, ALDOT	1) Study	1) Short Term
17) Develop Maritime/Shipping Training Center	Economic Development, Education	Mobile	ALDOT/General Fund	State Port Authority/ Sate and Local BOE	1) Study	1) Short Term
18) Continue to develop and Market Wolf Ridge Industrial Park	Infrastructure/Economic Development/Quality of Life/ Workforce Development	Prichard	General Fund, EDA, USDA, EPA	Local Area Chambers, City of Prichard, SARPC	1) Study	1) Short Term
19) Create Industrial Parks adjacent to Highways 45, 43, 158 and on Telegraph Rd.	Infrastructure/ Economic Development/Quality of Life/Workforce Development	Prichard	General Fund, EDA, USDA, EPA	Local Area Chambers, City of Prichard, SARPC	1) Study	1) Short Term

Source: Region 8 Comprehensive Economic Development Strategy 2006

REGION 11 – NORTH-CENTRAL ALABAMA REGIONAL COUNCIL OF GOVERNMENTS CULLMAN, LAWRENCE, & MORGAN COUNTIES

REGIONAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	COST	FUNDING SOURCE	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME
1. 6-lane I-65 from Cullman to I-565	N/A	ALDOT, Local	Cullman/Morgan Counties		LT
2. Consider development of a county-wide sewer system in the region	N/A	ADECA, CDBG, EDA, ARC, USDA, State, Local	Region		LT
3. Review plans and designs of innovative sewer system for use in rural area of the region	N/A	ADECA, CDBG, EDA, ARC, USDA, State, Local	Region		MT
4. Identify and remove illegal dumps in the region	N/A	ADEM, State, Local	Region		MT
5. Inventory of existing historic sites	N/A	AHC, State, Local	Region		MT
6. Signage on major routes of tourist attractions	N/A	ALDOT, State, Local	Region		MT
7. Seek funding to update each county's solid waste management plan	N/A	ADEM, ARC, State, Local	Region	Grant Submittal	MT
8. Develop efforts for county wide recreation programs utilizing all available sites	N/A	ADECA, LWCF, Local	Region (rural areas)		MT
9. Conduct an inventory of training needs for industry in the area	N/A	ADECA, EDA, ARC, USDA, State, Local	Region		MT
10. Up-grade education system in the counties	N/A	BOE's, State, Local	Region (rural areas)		MT
11. Review, study and consider efforts to combine city and county education systems	N/A	BOE's, State, Local	Region		MT
12. Expand ambulance service to outer parts of the counties	N/A	State, Local	Region		MT
13. Develop a county-wide neighborhood watch program	N/A	Local	Region		ST
14. Assist retired persons in updating employment skills	N/A	State, Local	Region		ST

REGION 11 – NORTH-CENTRAL ALABAMA REGIONAL COUNCIL OF GOVERNMENTS CULLMAN, LAWRENCE, & MORGAN COUNTIES

LOCAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	COST	FUNDING SOURCE	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME
1. Construct by-pass from Highway 157 and I-65 to south side of Cullman County	N/A	ALDOT, State, Local	Cullman County		LT
2. Four lane Alabama 157 to Lawrence County 20	N/A	ALDOT, State, Local	Cullman County		LT
3. Widen Alabama Highway 157	N/A	ALDOT, State, Local	Cullman County		LT
4. Widen US 278 from 4 th Avenue East to Highway 69 intersection	N/A	ALDOT, State, Local	Cullman County		MT
5. I-65 Interchange at County Road 222	N/A	ALDOT, State, Local	Cullman County		MT
6. Seek funding to increase sewer treatment capacity to handle industrial discharge	N/A	ADECA, CDBG, EDA, ARC, USDA, State, Local	Cullman County	Grant Submittal	LT
7. Develop and implement local regulations to handle animal waste	N/A	ADEM, State, Local	Cullman County		MT
8. Upgrade county water system, replace inadequate size line	N/A	ADECA, CDBG, USDA, State, Local	Cullman County	Grant Submittal	LT
9. Continue the development of the Duck River water project, to include construction	N/A	ADECA, CDBG, ARC, USDA, State, Local	Cullman County	Grant Submittal	LT
10. Increase and up-grade water line size for fire hydrants	N/A	ADECA, CDBG, ARC, USDA, State, Local	Cullman County	Grant Submittal	LT
11. Develop revenue generation plan for new water reservoir	N/A	Local	Cullman County		LT
12. Up-grade county parks	N/A	ADECA, CDBG, LWCF, State, Local	Cullman County		LT
13. Construct a Cullman County Conference/Civic Center	N/A	ADECA, CDBG, State, Local	Cullman County, Municipalities		LT
14. Identify and locate Indian sites and Civil War sites	N/A	AHC, State, Local	Cullman County		MT
15. Modernize school facilities and eliminate all portable classrooms	N/A	BOE's, State, Local	Cullman County		MT
16. Up-grade water lines in rural Lawrence County	N/A	ADECA, CDBG, ARC, USDA, State, Local	Lawrence County	Grant Submittal	LT
17. Dredge out lagoon and construct additional sewer and disposal facility	\$500,000.00	ADECA, CDBG, ARC, State, Local	Moulton	Grant Submittal	N/A
18. Infiltration and inflow correction	\$1,345,000.00	ADECA, CDBG, ARC, State, Local	Moulton	Grant Submittal	N/A
19. Replacement and rehabilitation of sewers	\$1,250,000.00	ADECA, CDBG, State, Local	Moulton	Grant Submittal	N/A
20. Extend sewer service to both sides of Highway 157	\$250,000.00	ADECA, CDBG, State, Local	Moulton	Grant Submittal	N/A

REGION 11 – NORTH-CENTRAL ALABAMA REGIONAL COUNCIL OF GOVERNMENTS CULLMAN, LAWRENCE, & MORGAN COUNTIES

LOCAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	COST	FUNDING SOURCE	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME
21. Up-grade existing parks and develop additional activities for youth	N/A	LWCF, State, Local	Lawrence County	Grant Submittal	N/A
22. Develop plan to convert Star Theater to county-wide cultural facility	N/A	ADECA, CDBG, AHC, State, Local	Lawrence County	Grant Submittal	N/A
23. New collector and interceptor sewers	\$100,000.00	ADECA, CDBG, State, Local	Moulton	Grant Submittal	N/A
24. Construct Outer Beltline between Decatur and Hartselle (Veterans Parkway)	N/A	ALDOT, State, Local	Decatur/Hartselle		LT
25. Four lane Highway 67 from Priceville east to Highway 231	N/A	ALDOT, State, Local	Morgan County		LT
26. Widen Alabama Highway 36 from I-65 to US 31	N/A	ALDOT, State, Local	Hartselle		MT
27. Seek funding to increase sewer treatment capacity to handle industrial discharge	\$8,000,000	ADECA, CDBG, ARC, USDA, State, Local	Hartselle	Grant Submittal	ST
28. Widen Alabama Highway 36 from US 31 to 157	N/A	ALDOT, State, Local	Hartselle		LT
29. Up-grade and replace all undersize waterlines in County and City systems	N/A	ADECA, CDBG, ARC, USDA, State, Local	Morgan County, municipalities	Grant Submittal	LT
30. Construction of a 5,000,000 GPD treatment plant	N/A	ADECA, CDBG, State, Local	Morgan County	Grant Submittal	LT
31. Convert Low Level 10" loop to High Level	\$370,000.00	ADECA, CDBG, State, Local	Hartselle	Grant Submittal	ST
32. Systems improvements	\$320,000.00	ADECA, CDBG, State, Local	Hartselle	Grant Submittal	MT
33. Extend 8" main in Industrial Park	\$115,000.00	ADECA, CDBG, State, Local	Hartselle	Grant Submittal	MT
34. Galvanized and cast iron pipe replacement	\$280,000.00	ADECA, CDBG, State, Local	Hartselle	Grant Submittal	MT
35. Highway 20- 17m300 LF pipe installation	\$1,297,500.	ADECA, CDBG, State, Local	Decatur	Grant Submittal	LT
36. Starkey- 2,400 LF pipe installation	\$76,800.00	ADECA, CDBG, State, Local	Decatur	Grant Submittal	LT
37. TVA Road- 1,200 LF pipe installation	\$38,400.00	ADECA, CDBG, State, Local	Decatur	Grant Submittal	LT
38. Minor Hill- 1,200 LF pipe installation	\$38,400.00	ADECA, CDBG, State, Local	Decatur	Grant Submittal	LT
39. Pine Circle West- 500 LF pipe installation	\$16,000.00	ADECA, CDBG, State, Local	Decatur	Grant Submittal	LT

REGION 11 – NORTH-CENTRAL ALABAMA REGIONAL COUNCIL OF GOVERNMENTS CULLMAN, LAWRENCE, & MORGAN COUNTIES

LOCAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	COST	FUNDING SOURCE	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME
40. Mitchell Pines- 700 LF pipe installation	\$22,400.00	ADECA, CDBG, State, Local	Decatur	Grant Submittal	LT
41. Deer Springs- 2,200 LF pipe installation	\$70,400.00	ADECA, CDBG, State, Local	Decatur	Grant Submittal	LT
42. Fox Run- 1,200 LF pipe installation	\$38,400.00	ADECA, CDBG, State, Local	Decatur	Grant Submittal	LT
43. Roland Drive- 2,200 LF pipe installation	\$70,400.00	ADECA, CDBG, State, Local	Decatur	Grant Submittal	LT
44. Marsha N. of Oak- 6,800 LF pipe installation	\$340,000.00	ADECA, CDBG, State, Local	Decatur	Grant Submittal	LT
45. Sewer rehabilitation	\$1,00,400	ADECA, CDBG, State, Local	Hartselle	Grant Submittal	MT
46. Industrial Park sewer extension	\$135,000.00	ADECA, CDBG, State, Local	Hartselle	Grant Submittal	ST
47. Thompson Road sewer- Phase 1	\$1,630,000	ADECA, CDBG, State, Local	Hartselle	Grant Submittal	ST
48. Clark Springs Branch, collector main	\$850,000.00	ADECA, CDBG, State, Local	Decatur	Grant Submittal	LT
49. Clark Springs Branch, collector main	\$560,000.00	ADECA, CDBG, State, Local	Decatur	Grant Submittal	LT
50. Clark Springs Branch, collector main	\$700,000.00	ADECA, CDBG, State, Local	Decatur	Grant Submittal	LT
51. Clark Springs Basin, sewer, manhole repair	\$150,000.00	ADECA, CDBG, State, Local	Decatur	Grant Submittal	LT
52. Country Club Basin sewer, manhole repair	\$63,000.00	ADECA, CDBG, State, Local	Decatur	Grant Submittal	LT
53. Stratford Road Basin sewer, manhole repair	\$19,000.00	ADECA, CDBG, State, Local	Decatur	Grant Submittal	LT
54. Riverview Basin sewer, manhole repair	\$55,000.00	ADECA, CDBG, State, Local	Decatur	Grant Submittal	LT
55. Stratford Road Basin sewer pipeline replacement	\$55,000.00	ADECA, CDBG, State, Local	Decatur	Grant Submittal	LT
56. Riverview Basin sewer pipeline replacement-Phase 1	\$100,000.00	ADECA, CDBG, State, Local	Decatur	Grant Submittal	LT
57. Riverview Basin sewer pipeline replacement-Phase 2	\$100,000.00	ADECA, CDBG, State, Local	Decatur	Grant Submittal	LT
58. Riverview Basin sewer pipeline replacement-Phase 3	\$100,000.00	ADECA, CDBG, State, Local	Decatur	Grant Submittal	LT

REGION 11 – NORTH-CENTRAL ALABAMA REGIONAL COUNCIL OF GOVERNMENTS CULLMAN, LAWRENCE, & MORGAN COUNTIES

LOCAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	COST	FUNDING SOURCE	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME
59. Black Branch/Point Mallard Basin sewer pipeline replacements	\$30,000.00	ADECA, CDBG, State, Local	Decatur	Grant Submittal	LT
60. Dry Branch Treatment Plant collector consolidation	\$500,000.00	ADECA, CDBG, State, Local	Decatur	Grant Submittal	LT
61. Highway 31 Basin Force main	\$1,700,000.	ADECA, CDBG, State, Local	Decatur	Grant Submittal	LT
62. Baker's Creek Basin sewer pipeline replacements	\$1,500,000	ADECA, CDBG, State, Local	Decatur	Grant Submittal	LT
63. Dry Branch Basin sewer pipeline replacements	\$25,000.00	ADECA, CDBG, State, Local	Decatur	Grant Submittal	LT
64. New Gas Station and up-date existing mains	\$500,000.00	ADECA, CDBG, State, Local	Hartselle	Grant Submittal	ST
65. Extend service into West Morgan County for agricultural and residential service	\$450,000.00	ADECA, CDBG, State, Local	Hartselle	Grant Submittal	ST
66. Cast iron main replacement	\$375,000.00	ADECA, CDBG, State, Local	Hartselle	Grant Submittal	ST
67. System expansion	\$280,000.00	ADECA, CDBG, State, Local	Hartselle	Grant Submittal	ST
68. Construct civic center for Morgan County	N/A	ADECA, CDBG, State, Local	Morgan County	Grant Submittal	LT
69. Develop recreation facilities on the west side of the county	N/A	LWCF, State, Local	Morgan County	Grant Submittal	MT
70. Identify areas for additional golf courses and parks	N/A	Local	Morgan County	Grant Submittal	LT

Source: Region 11 Comprehensive Economic Development Strategy 2006

REGION 12 – TOP OF ALABAMA REGIONAL COUNCIL OF GOVERNMENTS DEKALB, JACKSON, LIMESTONE, MADISON, AND MARSHALL COUNTIES

REGIONAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	LOCATION	COST	FUNDING SOURCE	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME
1. NuStart/TVA nuclear initiative at Bellefonte						
2. Water system interconnect infrastructure at Stevenson						
3. Alabama Highway 35 four laning and bridge replacement at Scottsboro						
4. Wastewater treatment capacity upgrade at Athens						
5. Sewer extension to Limestone Creek and Limestone Correctional Facility						
6. Industrial site development at Tanner						
7. BRAC Impact Planning						
8. Huntsville Southern Bypass						
9. Workforce development and education						
10. Widen US 431 from Guntersville to Etowah County						
11. Upgrade local sewer systems at Grant, Douglas, Guntersville, and Albertville						
12. Develop spec ID building at Connors Island						

REGION 12 – TOP OF ALABAMA REGIONAL COUNCIL OF GOVERNMENTS DEKALB, JACKSON, LIMESTONE, MADISON, AND MARSHALL COUNTIES

LOCAL DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/PROGRAMS	LOCATION	COST	FUNDING SOURCE	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME
1. Interchange @ I-65/Huntsville-Browns Ferry Rd	Limestone Co.		State, Federal	ALDOT, FHWA	1) Design/engineering 2) ROW Acquisition 3) Construction	1) Short Term 2) Mid Term 3) Long Term
2. Provide sewer collector and processing network for DeKalb County/Ft. Payne area	DeKalb Co.		ADECA, ARC, EDA, USDA Local	Local, State, Federal	1) Grant submittal	1) Mid Term
3. Job diversification programs in DeKalb County	DeKalb Co.		Local, State Local, State	Local, State Local	1) Increase graduation rates 2) Reduced dropout rate 3) target durable goods manufacturing market	1) Short Term 2) Short Term 3) Mid Term
4. I-59 interchange in DeKalb @ Ft. Payne	DeKalb Co		State, Federal	ALDOT, FHWA	1) Design/engineering 2) ROW Acquisition 3) Construction	1) Short Term 2) Mid Term 3) Long Term
5. Expand Huntsville aviation infrastructure to help region compete globally	Madison Co Huntsville		Local, State, FAA, DOT	Port of Huntsville, FAA	1) Increased boarding 2) Increased job opportunities	1) Short Term 2) Long Term
6. Support of Civic Center Convention/Hotel facility to increase regional job center & tourism			EDA, State, Local	City of Huntsville	1) Increased job opportunities	1) Mid Term
7. Support Area 2005/06 BRAC/NASA & Redstone Acquisition & planning strategies			State, National , Local public & private sectors	Area Chamber of Commerce, State	1) Increased job opportunities	1) short Term
8. Upgrade/4-lane Hwy 69 from Scottsboro to Cullman for Interstate node access	Marshall Co.		State, Federal Local, State ADECA, etc	ALDOT, Local, State	1) Design/engineering 2) ROW Acquisition 3) Construction	1) Short Term 2) Mid Term 3) Long Term
9. Water storage capacity increases and hazard planning for alternative water supply in event of dam failure emergency occurrence				Local, State (ie. City of Arab)		3) Long Term

Source: Region 12 Comprehensive Economic Development Strategy 2006

APPENDIX – Economic Development Agencies

Baldwin County:

South Alabama Regional Planning Commission P.O. Box 1665 Mobile, AL 36633-1665	Website: http://www.sarpc.org/ Phone: 334-433-6541 Fax: 334-433-6009
Governed by Board of Directors; has Executive Director and paid staff. Services: Aging programs, community development, employment and economic development, and comprehensive planning and technical assistance.	
Baldwin County Economic Development Alliance P O Box 1340 Robertsdale, AL 36567	Website: www.baldwineda.com/ Phone: 251-947-2445 Toll free: 800-947-2445 Email: info@baldwineda.com
Governed by Board of Directors; has Executive Director and paid staff. Services: Offers links to information regarding finances, incentives, education and training for existing businesses and entrepreneurs.	
Alabama Gulf Coast Area Chamber of Commerce P.O. Drawer 3869 Gulf Shores, AL 36547	Website: www.alagulfcoastchamber.com Phone: 251.968.6904 Fax: 251.968.5332 Email: info@alagulfcoastchamber.com
Governed by Board of Directors; has Executive Director and paid staff. Services: Provides information regarding Baldwin County schools, economic development alliance, the cities of Gulf Shores, Orange Beach, emergency management agency, and retirement information. Also provides demographics information.	
Central Baldwin Chamber of Commerce 22193 Hwy 59 S, P. O. Box 587 Robertsdale, AL 36567	Website: www.cbchamber.org Phone (251)947- 5932 Fax (251)947-2626 Email: pamschaar@cbchamber.org
Governed by Board of Directors; has an Executive Director as well as staff. Services: Acts as a spokesperson for the business and professional community in the area and translates into action the group thinking of its members. The Chamber also has a direct relationship with other chambers and economic alliances in the county and area.	
Eastern Shore Chamber of Commerce Daphne Location: 29750 Larry Dee Cawyer Dr. P O Drawer 310 Daphne, AL 36526 Phone (251) 621-8222 Fax (251) 621-8001	Website: www.eschamber.com Email: office@ESchamber.com Fairhope Location: 327 Fairhope Ave Fairhope, AL 36532 Phone (251) 928-6387 Fax (251) 928-6389
Governed by Board of Directors; has Executive Director and paid staff. Services: Provides information for visitors, works with businesses in the community to provide important information regarding financing, taxation, data regarding business growth. Maintains a relationship with SCORE, a group of retired businessmen and professionals, to aid other business people.	

North Baldwin Chamber of Commerce 301 McMeans Avenue P O Box 310 Bay Minette, AL 36507	Website: www.northbaldwinchamber.com Phone (251) 937-5665 Fax (251) 937-5670 Email: nbcoc@bellsouth.net
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Governed by Board of Directors; has Executive Director and paid staff.

Services: Represents Bay Minette, Blacksher, Bromley, Carpenter's Station, Clear Springs, Crossroads, Douglasville, Dyas, Gateswood, Hall's Fork, Horseneck Fork, Hurricane, Latham, Little River, Lottie, Perdido, Pine Grove, Phillipsville, Rabun, Stapleton, Steelwood, Stockton, Tensaw, Vaughn, and White House Fork. Provides exposure for the surrounding cities, has demographic information, provides services from SCORE. Provides information regarding other chambers in the county as well as information regarding Economic Development alliances.

South Baldwin Chamber of Commerce P O Box 1117 Foley, AL 36536	Website: www.southbaldwinchamber.com Phone (251) 943-3291 Fax (251) 943-6810
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Governed by Board of Directors; has President/CEO and paid staff.

Services: Provides demographic information, tax information, and links to other economic alliances.

Bibb County:

West Alabama Planning and Development Council 4200 Highway 69 North Suite 1 Northport, AL 35473-2408	Website: http://www.tusc.net/~net/~wapdc/ Phone: 205-333-2990 Fax: 205-333-2713
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Governed by Board of Directors; has Executive Director and paid staff.

Services: Aging services, community development, economic development, planning, technical assistance

West Alabama Chamber of Commerce 2200 University Blvd. Tuscaloosa, Al 35402	Website: www.tuscaloosachamber.com Phone: (205) 758-7588 Email: chamber@dbtech.net
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Governed by Board of Directors; has President/CEO and paid staff.

Services: Offers links to information regarding demographics, development, incentives, real estate, and business opportunities.

Choctaw County:

Choctaw Chamber of Commerce and Community Development Foundation P.O. Box 180 Butler, AL 36908	Website: http://www.choctawcountyinfo.com/ Phone: (205) 459-3459 Email: choctawchamber@tds.net
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Governed by Board of Directors; has Executive Director.

Services: Provides information concerning development opportunities, incentives, real estate, and business opportunities.

Alabama-Tombigbee Regional Commission 107 Broad Street Camden, AL 36726	Website: http://www.alarc.org/atrc Phone: 334-682-4234 Fax: 334-682-4205
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Governed by Board of Directors; has Executive Director and paid staff.

Services: Aging services, community development, economic development, community planning, technical assistance, rural transportation

Clarke County:

Alabama-Tombigbee Regional Commission 107 Broad Street Camden, AL 36726	Website: http://www.alarc.org/atrc Phone: 334-682-4234 Fax: 334-682-4205
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Governed by Board of Directors; has Executive Director and paid staff.

Services: Aging services, community development, economic development, community planning, technical assistance, rural transportation

Clark County Development Foundation 114 Court Street P.O. Box 81 Grove Hill, Alabama 36451	Website: www.clarkecounty.com Phone: (251) 275-4254 info@clarkecounty.com
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Governed by Board of Directors; has Director and paid staff.

Services: Offers links to information regarding properties available, companies in Clarke County, tax incentives and state information.

Jackson Area Chamber of Commerce 500 Commerce Street Jackson, AL 36545	Website: www.jacksonalabama.org Phone (251) 246-3251 Email: jacksonchamber@earthlink.net .
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Governed by Board of Directors; has President/CEO and paid staff.

Services: Provides demographics information, real estate information, business assistance through workshops, counseling sessions, and links to other chambers and economic alliances.

Colbert County:

Northwest Alabama Council of Local Governments P.O. Box 2603 Muscle Shoals, AL 35662	Website: http://www.nacolg.org/ Phone: 256-389-0500 Fax: 256-389-0599
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Governed by Board of Directors; has Executive Director and paid staff.

Services: Aging services, community development, economic development, planning, technical assistance, and court referral assistance.

Shoals Economic Development Authority 20 Hightower Place Suite 1 P.O. Box 580 Florence, Alabama 35630	Website: http://www.seda-shoals.com/ Phone: 256-764-0351 1-800-239-6087 Email: info@seda-shoals.com
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Governed by Board of Directors; has Executive Director and paid staff.

Services: Provides links to information regarding properties available, existing companies, tax incentives and tax information.

Shoals Chamber of Commerce P.O. Box 1331 20 Hightower Place Florence, AL 35631	Website: www.shoalschamber.com Phone: 256-764-4661 Fax: 256-766-9017 Email: shoals@shoalschamber.com
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Governed by Board of Directors; has President/CEO and paid staff.

Services: Provides information regarding demographics, also links to other sources for new or existing businesses to help with issues or concerns, relationship with SCORE, and financial information.

North Alabama Industrial Development Association 401 Lee Street Decatur, AL 35602	Website: http://www.naida.com/ Phone: (256) 353-9450 Fax: (256) 353-5982 Email: naida@naida.com
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Governed by Board of Directors; has Executive and paid staff.

Services: Industrial recruiting, list of available buildings and sites, demographic data and economic development statistics.

Cullman County:

North-Central Alabama Regional Council of Governments P.O. Box C Decatur, AL 35602	Website: http://www.alarc.org/narcog Phone: 256-355-4515 Fax: 256-351-1380
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Governed by Board of Directors; has Executive Director and paid staff.

Services: Aging services, community development, and community planning and technical assistance.

Cullman County Economic Development Office 614 Second Avenue SW Cullman, AL 35055	Website: www.co.cullman.al.us/economic_development.htm Phone: 256-775-4696
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Governed by Board of Directors; has Executive Director and paid staff.

Services: Provides information regarding securing funding for projects and improvements. Offers links to various websites regarding local and state agencies and county development.

Cullman Economic Development Agency 200 1 st Ave NE P.O. Box 1009 Cullman, AL 35055	Website: www.cullmaneda.org Phone: 256-739-1891
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Governed by Board of Directors; has Director and paid staff.

Services: Provides real estate information, tax and incentive information, and financial information. Also provides workforce information. Provides links to other valuable resources that are available.

North Alabama Industrial Development Association 401 Lee Street Decatur, AL 35602	Website: http://www.naida.com/ Phone: (256) 353-9450 Fax: (256) 353-5982 Email: naida@naida.com
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Governed by Board of Directors; has Executive and paid staff.

Services: Industrial recruiting, list of available buildings and sites, demographic data and economic development statistics.

Dallas County:

Alabama-Tombigbee Regional Commission 107 Broad Street Camden, AL 36726	Website: http://www.alarc.org/atrc Phone: 334-682-4234 Fax: 334-682-4205
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Governed by Board of Directors; has Executive Director and paid staff.

Services: Aging services, community development, economic development, community planning, technical assistance, rural transportation

Selma and Dallas County AL Economic Development Authority 912 Selma Ave Selma, AL 36701	Website: www.selmaalabama.com/ Phone: 334- 875-7241
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Governed by Board of Directors; has Executive Director and paid staff.

Services: Provides links to information regarding existing businesses, real estate information, financial information, and statistics. Economic development is aligned with the Alabama-Tombigbee Regional Commission. This agency works for various counties in AL to secure development. Their website is - www.alarc.org/atrc/. Their website offers a wealth of information regarding financial grants and various agencies with resources to secure economic development.

Greene County:

West Alabama Planning and Development Council 4200 Highway 69 North Suite 1 Northport, AL 35473-2408	Website: http://www.tusc.net/~net/~wapdc/ Phone: 205-333-2990 Fax: 205-333-2713
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Governed by Board of Directors; has Executive Director and paid staff.

Services: Aging services, community development, economic development, planning, technical assistance.

West Alabama Chamber of Commerce 2200 University Blvd. Tuscaloosa, Al 35402	Website: www.tuscaloosachamber.com Phone: 205-758-7588 Email: chamber@dbtech.net
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Governed by Board of Directors; has President/CEO and paid staff.

Services: Offers links to information regarding demographics, development, incentives, real estate, and business opportunities.

Greene County Industrial Development Board 110 Main Street Post Office Box 70 Eutaw, AL 35462	Website: greenecountyalabama.com Phone: 205-372-9769 Fax: 205-372-9974 Email: gcidb@uwa.edu
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Governed by Board of Directors; has Executive Director.

Services: Provides information regarding labor force, taxes, financial information, incentives, real estate information, and links to other resources.

Hale County:

West Alabama Planning and Development Council 4200 Highway 69 North Suite 1 Northport, AL 35473-2408	Website: http://www.tusc.net/~net/~wapdc/ Phone: 205-333-2990 Fax: 205-333-2713
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Governed by Board of Directors; has Executive Director and paid staff.

Services: Aging services, community development, economic development, planning, technical assistance.

West Alabama Chamber of Commerce 2200 University Blvd. Tuscaloosa, Al 35402	Website: www.tuscaloosachamber.com Phone: 205-758-7588 Email: chamber@dbtech.net
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Governed by Board of Directors; has President/CEO and paid staff.

Services: Offers links to information regarding demographics, development, incentives, real estate, and business opportunities.

Jefferson County:

Regional Planning Commission of Greater Birmingham 1731 1 st Avenue North, Suite 200 Birmingham, AL 35203	Website: http://www.bham.net/brpc/ Phone: 205-251-8139 Fax: 205-328-3304
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Governed by Board of Directors; has Executive Director and paid staff.

Jefferson County Office of Economic Development & Industrial Development Authority Economic Development Loan Program Suite A-640 716 Richard Arrington Jr. Blvd North Birmingham AL, 35203	Website: www.jeffcointouch.com/ Phone: (205) 307-6701
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Governed by Board of Directors; has Director and paid staff.

Services: Offers links with information regarding business loans, incentives, tax information, and information regarding the county.

Office of Economic Development (part of the Mayor's Office) 710 North 20 th St. Birmingham, AL 35203	Phone: 205-254-2799
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Reports to Mayor's Office; has Director and staff.

Services: Provides services regarding financial information, agencies to support economic growth, and answers questions regarding issues of economic growth.

Birmingham Regional Chamber of Commerce 505 North 20th St. Birmingham, AL 35203	Website: birminghamchamber.com/index.html Phone: 205-324-2100 Fax: 205-324-2384
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Governed by Board of Directors; has President/CEO and paid staff.

Services: Offers a range of information regarding finances, business forms, contacts, and a team of people to help businesses relocate or succeed. Also provides research information regarding demographics and other information that potential businesses would need.

Gardendale Chamber of Commerce P.O. Box 26 945 Grubbs Ave. Gardendale, AL 35071	Website: www.gardendalechamberofcommerce.com Phone: 205-631-9195 Fax: 205-631-9034 Email: gdalechamber@mindspring.com
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Governed by Board of Directors; has Executive Director and paid staff.

Services: Offers information for prospective residents, also offers demographic information and links to other area chambers.

Hoover Chamber of Commerce 3659 Lorna Road • Suite 165 Hoover, AL 35216	Website: www.hooverchamber.org Phone: 205-988-5672
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Governed by Board of Directors; has Executive Director and paid staff.

Services: Offers links to other agency in the Birmingham area, as well as state agencies that can provide assistance to businesses. Through the website, promotes businesses located in the Hoover area. The Chamber has an Economic Development Committee.

Lamar County:

West Alabama Planning and Development Council 4200 Highway 69 North Suite 1 Northport, AL 35473-2408	Website: http://www.tusc.net/~net/~wapdc/ Phone: 205-333-2990 Fax: 205-333-2713
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Governed by Board of Directors; has Executive Director and paid staff.

Services: Aging services, community development, economic development, planning, technical assistance.

West Alabama Chamber of Commerce 2200 University Blvd. Tuscaloosa, AL 35402	Website: www.tuscaloosachamber.com PH: (205) 758-7588 Email: chamber@dbtech.net
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Governed by Board of Directors; has President/CEO and paid staff.

Services: Offers links to information regarding demographics, development, incentives, real estate, and business opportunities.

West Alabama Economic Development Agency Fayette Campus/Bevill State Community College 2631 Temple Ave. North Fayette, AL 35555	Website: www.westalabamaeda.org Phone: 205-932-8842
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Governed by Board of Directors; has Executive Director and paid staff.

Services: Offers information regarding demographics, available properties, incentives, and financial information

Lauderdale County:

Northwest Alabama Council of Local Governments P.O. Box 2603 Muscle Shoals, AL 35662	Website: http://www.nacolg.org/ Phone: 256-389-0500 Fax: 256-389-0599
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Governed by Board of Directors; has Executive Director and paid staff.

Services: Aging services, community development, economic development, planning, technical assistance, court referral assistance.

Shoals Economic Development Authority 20 Hightower Place Suite 1 P.O. Box 580 Florence, Alabama 35630	Website: /www.seda-shoals.com/government.html Phone: 256-764-0351 1-800-239-6087 Email: info@seda-shoals.com
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Governed by Board of Directors; has Executive Director and paid staff.

Services: Provides links to information regarding properties available, existing companies, tax incentives and tax information.

North Alabama Industrial Development Association 401 Lee Street Decatur, AL 35602	Website: http://www.naida.com/ Phone: (256) 353-9450 Fax: (256) 353-5982 Email: naida@naida.com
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Governed by Board of Directors; has Executive and paid staff.

Services: Industrial recruiting, list of available buildings and sites, demographic data and economic development statistics.

Madison County:

Top of Alabama Regional Council of Governments 5075 Research Drive, NW Huntsville, AL 35805-5912	Website: http://www.alarc.org/tarcog Phone: 256-830-0818 Fax: 256-830-0843 Email: tarcog@adss.state.al.us
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Governed by Board of Directors; has Executive Director and paid staff.

Services: Aging services, community development, economic development, community planning and technical assistance.

Chamber of Commerce of Huntsville/Madison County 225 Church Street Huntsville, AL 35801	Website: www.huntsvillealabamausa.com Phone: 256-535-2000 Email: hcc@hsvchamber.org
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Governed by Board of Directors; has President/CEO and paid staff.

Services: Provides links to real estate information, financial information, tax information for potential businesses.

North Alabama Industrial Development Association 401 Lee Street Decatur, AL 35602	Website: http://www.naida.com/ Phone: (256) 353-9450 Fax: (256) 353-5982 Email: naida@naida.com
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Governed by Board of Directors; has Executive and paid staff.

Services: Industrial recruiting, list of available buildings and sites, demographic data and economic development statistics.

Marengo County:

Alabama-Tombigbee Regional Commission 107 Broad Street Camden, AL 36726	Website: http://www.alarc.org/atrc Phone: 334-682-4234 Fax: 334-682-4205
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Governed by Board of Directors; has Executive Director and paid staff.

Services: Aging services, community development, economic development, community planning, technical assistance, rural transportation.

Demopolis Industrial Development Board 102 East Washington P.O. Box 667 Demopolis, AL 36732	Website: www.demopolischamber.com Industrial Development Board Phone: 334-289-0270 Email -Dacc.jay@westal.net
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Governed by Board of Directors; has Director and paid staff.

Services: provides information regarding demographics and available real estate.

Marion County:

Northwest Alabama Council of Local Governments P.O. Box 2603 Muscle Shoals, AL 35662	Website: http://www.nacolg.org/ Phone: 256-389-0500 Fax: 256-389-0599
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Governed by Board of Directors; has Executive Director and paid staff.

Services: Aging services, community development, economic development, planning, technical assistance, court referral assistance.

Community Development Foundation P.O. Box 2105 Hamilton, AL 35570	Website: www.cdfal.org Email: dgraham@cdfal.org
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Governed by Board of Directors; has Executive Director and paid staff.

Services: Provides information regarding real estate properties, incentives, demographics and information regarding Marion County.

Guin Industrial Development Board P.O. Box 249 Guin, AL 35563	Website: www.guinidb.org Phone: 205-468-2242 (City Hall)
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Governed by Board of Directors.

Services: Provides real estate information and demographic information regarding the county and surrounding area.

Hamilton Chamber of Commerce P.O. Box 1168 Hamilton, AL 35570	Website: server.cityofhamilton.org Phone: 205-921-7786
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Governed by Board of Directors; has President/CEO.

Services: Offers information for established businesses and prospective businesses, offers links to agencies, and promotes economic development.

Mobile County:

South Alabama Regional Planning Commission P.O. Box 1665 Mobile, AL 36633-1665	Website: http://www.sarpc.org/ Phone: 334-433-6541 Fax: 334-433-6009
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Governed by Board of Directors; has Executive Director and paid staff.

Services: Aging programs, community development, employment and economic development, comprehensive planning and technical assistance.

Mobile Area Chamber of Commerce 451 Government Street Mobile, Al 36602	Website: www.mobilechamber.com/ Phone: 251-433-6951 800-422-6951 Fax 251-432-1143 info@mobilechamber.com
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Governed by Board of Directors; has President/CEO and paid staff.

Services: Provides links to information regarding real estate, financial information and incentive plans, international trade opportunities, demographics, and information about the area.

Chickasaw Chamber of Commerce P.O. Box 11421 Chickasaw, AL 36671	Website: www.ci.chickasaw.al.us Phone: 251-456-4751
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Governed by Board of Directors; has President/CEO.

Services: Offers lists of all businesses located in city.

Monroe County:

Alabama-Tombigbee Regional Commission 107 Broad Street Camden, AL 36726	Website: http://www.alarc.org/atrc Phone: 334-682-4234 Fax: 334-682-4205
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Governed by Board of Directors; has Executive Director and paid staff.

Services: Aging services, community development, economic development, community planning, technical assistance, rural transportation

Monroeville Chamber of Commerce 63 North Mount Pleasant Street P.O. Box 214 Monroeville, AL 36461	Website: www.monroecountyal.com Phone: 251-743-2879 Fax: 251-743-2189 Email: info@monroecounty.com
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Governed by Board of Directors; has President/CEO and paid staff.

Services: Provides demographic information and also commercial real estate information. Economic development is aligned with the Alabama –Tombigbee Regional Commission.

Perry County:

Alabama-Tombigbee Regional Commission 107 Broad Street Camden, AL 36726	Website: http://www.alarc.org/atrc Phone: 334-682-4234 Fax: 334-682-4205
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Governed by Board of Directors; has Executive Director and paid staff.

Services: Aging services, community development, economic development, community planning, technical assistance, rural transportation

Perry County Chamber of Commerce 1200 Washington Street Marion, AL 36756	Website: http://www.perrycountyalabamachamber.com/ Phone: 334-683-9622 Fax: 334-683-4561
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Governed by Board of Directors; has President.

Services: Provides demographic information and also commercial real estate information.
Economic development is aligned with the Alabama –Tombigbee Regional Commission.

Pickens County:

West Alabama Planning and Development Council 4200 Highway 69 North Suite 1 Northport, AL 35473-2408	Website: http://www.tusc.net/~net/~wapdc/ Phone: 205-333-2990 Fax: 205-333-2713
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Governed by Board of Directors; has Executive Director and paid staff.

Services: Aging services, community development, economic development, planning, technical assistance.

West Alabama Chamber of Commerce 2200 University Blvd. Tuscaloosa, AL 35402	Website: www.tuscaloosachamber.com Phone: 205-758-7588 Email: chamber@dbtech.net
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Governed by Board of Directors; has President/CEO and paid staff.

Services: Offers links to information regarding demographics, development, incentives, real estate, and business opportunities.

West Alabama Economic Development Agency Fayette Campus/Bevill State Community College 2631 Temple Ave. North Fayette, AL 35555	Website: www.westalabamaeda.org Phone: 205-932-8842
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Governed by Board of Directors; has Executive Director and paid staff.

Services: Offers information regarding demographics, available properties, incentives, and financial information

Sumter County:

Alabama-Tombigbee Regional Commission 107 Broad Street Camden, AL 36726	Website: http://www.alarc.org/atrc Phone: 334-682-4234 Fax: 334-682-4205
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Governed by Board of Directors; has Executive Director and paid staff.

Services: Aging services, community development, economic development, community planning, technical assistance, rural transportation

Tuscaloosa County:

West Alabama Planning and Development Council 4200 Highway 69 North Suite 1 Northport, AL 35473-2408	Website: http://www.tusc.net/~net/~wapdc/ Phone: 205-333-2990 Fax: 205-333-2713
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Governed by Board of Directors; has Executive Director and paid staff.

Services: Aging services, community development, economic development, planning, technical assistance.

Tuscaloosa Chamber of Commerce 2200 University Blvd. Tuscaloosa, AL 35402	Website: www.tuscaloosachamber.com/ Phone: 205-758-7588 Email: chamber@dbtech.net
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Governed by Board of Directors; has President/CEO and paid staff.

Services: Offers links to information regarding demographics, development, incentives, real estate, and business opportunities.

Tuscaloosa County Industrial Development Authority 2204 University Boulevard PO Box 2667 Tuscaloosa, AL 35403-2667	Website: www.tcida.com Phone: 205-349-1414 Fax: 205-349-1416 Email: info@tcida.com
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Governed by Board of Directors.

Services: Provides services for Cities of Tuscaloosa, Northport, Brookwood, Vance, Coaling, Lakeview, and Coker. Involved in the industrial recruitment and expansion of Tuscaloosa County. Offers information regarding finances, site selections, and incentives.

Washington County:

Alabama-Tombigbee Regional Commission 107 Broad Street Camden, AL 36726	Website: http://www.alarc.org/atrc Phone: 334-682-4234 Fax: 334-682-4205
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Governed by Board of Directors; has Executive Director and paid staff.

Services: Aging services, community development, economic development, community planning, technical assistance, rural transportation

Wilcox County:

Alabama-Tombigbee Regional Commission 107 Broad Street Camden, AL 36726	Website: http://www.alarc.org/atrc Phone: 334-682-4234 Fax: 334-682-4205
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Governed by Board of Directors; has Executive Director and paid staff.

Services: Aging services, community development, economic development, community planning, technical assistance, rural transportation

Wilcox County Economic Development Wilcox County Courthouse Annex, Suite 216 Camden, AL 36726	Website: www.wilcoxcountyalabama.com Phone: 334-682-2020 Fax: 334-682-9621 Email: ED@WilcoxCountyAlabama.com
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Has paid staff person.

Services: Economic development is aligned with the Alabama-Tombigbee Regional Commission. This agency works for various counties in AL to secure development. Their website is - www.alarc.org/atrc/. Their website offers a wealth of information regarding financial grants and various agencies with resources to secure economic development.

Wilcox Area Chamber of Commerce 110 Court St. Camden, AL 36726	Website: www.wilcoxareachamber.org (334) 682-4929 Email: wilcoxdev@pinebelt.net
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Governed by Board of Directors

Services: Offers information regarding the Renewal Community Tax Incentives and county demographic data.

Winston County:

Industrial Development Authority of Winston County P.O. Box 368 Haleyville, AL 35585	Website: http://www.idawinston.org/ (205) 486-4950 Email: grady@idawinston.org
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Governed by Board of Directors; has Executive Director.

Services: Existing industry assistance and retention programs; new industry recruiting.

Northwest Alabama Council of Local Governments P.O. Box 2603 Muscle Shoals, AL 35662	Website: http://www.nacolg.org/ Phone: 256-389-0500 Fax: 256-389-0599
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Governed by Board of Directors; has Executive Director and paid staff.

Services: Aging services, community development, economic development, planning, technical assistance, and court referral assistance.

North Alabama Industrial Development Association 401 Lee Street Decatur, AL 35602	Website: http://www.naida.com/ Phone: (256) 353-9450 Fax: (256) 353-5982 Email: naida@naida.com
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Governed by Board of Directors; has Executive Director and paid staff.

Services: Industrial recruiting, list of available buildings and sites, demographic data and economic development statistics.

APPENDIX – Available Buildings and Sites

Source: Alabama Power Company <http://skynet.southernco.com/ecdweb/>

Economic Development Partnership of Alabama <http://www.edpa.org/>

BALDWIN COUNTY - AVAILABLE BUILDINGS

BUILDING NAME	COUNTY	ADDRESS	CITY	ZIP CODE	SQUARE FEET	ACREAGE	PROXIMITY TO HIGHWAY
1. Archer Building	Baldwin	Intersection of County Road 20 & County Road 65	Fairhope	36535	7,500	1	U.S. Highway 98 2 Miles
2. Gulf Packaging Building	Baldwin	111 S. Hoyle Street	Bay Minette	36507	54,000	7	U.S. Highway 31 1 Mile
3. Jima Building	Baldwin	501 Pearson Drive	Bay Minette	36507	18,000	3	Interstate 65 6 Miles
4. Mickey Platt Bldg	Baldwin	U.S. Highway 31	Spanish Fort	36527	6,950	1	Interstate 65 2 Miles
5. Office Depot Building	Baldwin	6935 U.S. Highway 90	Daphne	36527	21,480	0	U.S. Highway 31 2 Miles
6. Peavey Electronics Building	Baldwin	410 East Section Pine	Foley	36535	94,049	11	U.S. Highway 98 2 Miles
7. Red Building	Baldwin	Old Highway 31	Spanish Fort	36527	2,250	1	AL Highway 31 1 Mile
8. Select Aircraft Paint Building	Baldwin	700 Commercial Drive	Gulf Shores	36546	9,400	1	U.S. Highway 98 7 Miles
9. Taupeka Building	Baldwin	329 S. Greeno Road	Fairhope	36532	12,500	1	U.S. Highway 98 < 1 Mile

BALDWIN COUNTY - AVAILABLE SITES

SITE NAME	COUNTY	ADDRESS	CITY	ZIP CODE	ACREAGE	PROXIMITY TO HIGHWAY
1. Bay Minette Airport Park	Baldwin	D'Olive Street	Bay Minette	36507	120	U.S. Highway 31 < 1 Mile
2. Bay Minette Land Company Site	Baldwin	Hoyle Avenue	Bay Minette	36507	10	U.S. Highway 31 < 1 Mile
3. Bowater Site	Baldwin	I-65 & AL Highway 225	Bay Minette	36507	95	Interstate 65 < 1 Mile
4. Buck Site	Baldwin	Dickman Road	Bay Minette	36507	4	U.S. Highway 31 < 1 Mile
5. Cameron Site	Baldwin	AL Highway 59 & County Rd 49	Loxley	36551	12.80	AL Highway 59 < 1 Mile
6. Cameron Site 2	Baldwin	County Road 49	Loxley	36507	16	Interstate 10 1.5 Miles
7. Catawba Mega Site	Baldwin	Emmons Road	Bay Minette	36507	1048	U.S. Highway 31 1 Mile
8. Chamber Site #2	Baldwin	Nicholsville Road	Bay Minette	36507	14	U.S. Highway 31 1 Mile
9. Childress Site	Baldwin	County Road 49	Loxley	36507	60	Interstate 10 1 Mile
10. Copper Station Site	Baldwin	D'Olive Road	Bay Minette	36507	1981	Interstate 65 5 Miles
11. Cox Site	Baldwin	County Road 84	Bay Minette	36550	7.50	AL Highway 59 3 Miles
12. Daphne Business Park	Baldwin	Stanton Road & Highway 98	Daphne	36526	56	U.S. Highway 98 < 1 Mile
13. Daphne Commercial Park-Phase 1	Baldwin	Pollard Road	Daphne	36526	20	U.S. Highway 98 1.50 Miles
14. Foley Airport Site	Baldwin	West Fern Avenue & Airport Drive	Foley	36535	19	U.S. Highway 98 1 Mile
15. Foley Airport Site 2	Baldwin	West Fern Avenue	Foley	36535	55	U.S. Highway 98 1 Mile
16. Foley Beach Express Industrial Park	Baldwin	Foley Beach Express	Foley	36535	350	U.S. Highway 98 < 1 Mile
17. Graham Railroad Site	Baldwin	Dobson Avenue	Bay Minette	36507	107	U.S. Highway 31 < 1 Mile
18. Griffin Site	Baldwin	County Road 49	Loxley	36551	30	U.S. Highway 90 < 1 Mile
19. Gulf Shores Industrial Park	Baldwin	Mildred Casey Drive	Gulf Shores	36547	60	AL Highway 59 < 1 Mile
20. I-10 Commercial Center	Baldwin	Old US 31	Spanish Fort	36526	210	U.S. Highway 31 < 1 Mile
21. Loxley I-10 Bus. Park Phase II	Baldwin	I-10 & AL Highway 59	Loxley	36511	394	Interstate 10 < 1 Mile
22. Madison Commercial Park	Baldwin	Wynn Road	Summerdale	36580	17	Interstate 10 15 Miles
23. Mulherin Site 2	Baldwin	County Road 49	Loxley	36551	20	Interstate 10 1.50 Miles
24. Mulherin Site 3	Baldwin	County Road 49	Loxley	36551	80	AL Highway 59 1 Mile
25. Pierce Site	Baldwin	I-65 & AL Highway 225	Bay Minette	36507	53	N/A N/A
26. Pierce Site 2	Baldwin	I-65 & AL Highway 287	Bay Minette	36507	65	U.S. Highway 31 6 Miles
27. Platt Site	Baldwin	AL Highway 59	Loxley	36551	34	U.S. Highway 31 1 Mile
28. Robertsdales Industrial Park Phase II	Baldwin	McAuliffe Street	Robertsdales	36567	23	AL Highway 59 < 1 Mile
29. Stapleton Lands	Baldwin	AL Highway 59	Bay Minette	36507	70	U.S. Highway 90 6 Miles
30. Wolf Site	Baldwin	US 31 & Johannstrasse St.	Bay Minette	36507	48	Interstate 65 5 Miles
31. Yellow Hammer Site	Baldwin	Pearson Avenue	Bay Minette	36507	50	Interstate 65 6 Miles

BIBB COUNTY - AVAILABLE BUILDINGS

BUILDING NAME	COUNTY	ADDRESS	CITY	ZIP CODE	SQUARE FEET	ACREAGE	PROXIMITY TO HIGHWAY
1. Health Tex	Bibb	522 Montgomery Road	Centreville	35042	94500	9	US Highway 82 < 1 Mile
2. Midstate Plastics, Inc.	Bibb	200 Midstate Drive	Brent	35034	30000	10	US Highway 82 <1 Mile

BIBB COUNTY - AVAILABLE SITES

SITE NAME	COUNTY	ADDRESS	CITY	ZIP CODE	ACREAGE	PROXIMITY TO HIGHWAY
1. Bibb Industrial Park	Bibb	N/A	Woodstock	35188	124	US Highway 11 1 Mile
2. Johnson's Creek Property	Bibb	U.S. Highway 11	West Blocton	35188	325	US Highway 11 < 1 Mile

CHOCTAW COUNTY - AVAILABLE BUILDINGS

BUILDING NAME	COUNTY	ADDRESS	CITY	ZIP CODE	SQUARE FEET	ACREAGE	PROXIMITY TO HIGHWAY
1. Vanity Fair Mills	Choctaw	403 Vanity Fair Avenue	Butler	36904	36104	20	AL Highway 10 < 1 Mile

CHOCTAW COUNTY - AVAILABLE SITES

SITE NAME	COUNTY	ADDRESS	CITY	ZIP CODE	ACREAGE	PROXIMITY TO HIGHWAY
1. Butler Industrial Park	Choctaw	Sanderson Lane Off Highway 10 E	Butler	36904	22	AL Highway 10 < 1 Mile
2. Choctaw Industrial Park	Choctaw	Industrial Site Road Highway 10 E	Butler	36904	145.70	AL Highway 10 < 1 Mile

CLARKE COUNTY - AVAILABLE BUILDINGS

BUILDING NAME	COUNTY	ADDRESS	CITY	ZIP CODE	SQUARE FEET	ACREAGE	PROXIMITY TO HIGHWAY
1. Simplex Facility	Clarke	608 Tallahatta Springs Road	Thomasville	36784	94000	0	AL Highway 5 4 Miles

CLARKE COUNTY - AVAILABLE SITES

SITE NAME	COUNTY	ADDRESS	CITY	ZIP CODE	ACREAGE	PROXIMITY TO HIGHWAY
1. Fulton Industrial Site	Clarke	US Highway 43 at AL Highway 178	Fulton	36446	409.50	US Highway 43 < 1 Mile
2. Grove Hill Industrial Site	Clarke	Highway 84 East	Grove Hill	36451	120	US Highway 84 < 1 Mile
3. Jackson Industrial Park	Clarke	Clolinger Road	Jackson	36545	25	AL Highway 177 1 Mile
4. Jackson River Park	Clarke	500 River Park Drive	Jackson	36545	52	AL Highway 177 < 1 Mile
5. Jackson West Industrial Park	Clarke	Highway 177	Jackson	36545	240	AL Highway 177 < 1 Mile
6. Joe Davis Industrial Park	Clarke	Joe Davis Industrial Drive	Thomasville	36784	25	US Highway 43 1 Mile
7. MWS Property	Clarke	Highway 43	Jackson	36545	720	US Highway 43 < 1 Mile
8. North Clarke Industrial Park	Clarke		Thomasville	36784	365	US Highway 43 < 1 Mile
9. North Jackson Industrial Property	Clarke	Us Highway 43, North of Jackson	Jackson	36545	25.40	US Highway 43 < 1 Mile
10. Parham Property	Clarke	US Highway 43, NE of County Road 3 Jackson Police Jurisdiction	Jackson	36545	328	US Highway 43 < 1 Mile
11. Pope Property	Clarke	Northeast of junction with US Highway 43	Thomasville	36784	59	AL Highway 5 < 1 Mile
12. Rush Property	Clarke	North of Thomasville	Thomasville	36784	80	AL Highway 5 < 1 Mile
13. Thomasville South Industrial Park	Clarke	US Highway 43, South of Thomasville	Thomasville	36784	145	US Highway 43 < 1 Mile

COLBERT COUNTY - AVAILABLE BUILDINGS

BUILDING NAME	COUNTY	ADDRESS	CITY	ZIP CODE	SQUARE FEET	ACREAGE	PROXIMITY TO HIGHWAY
1. Alabama Converter	Colbert	1040 Woodmont Drive	Tuscumbia	35674	31,275	6	US Highway 43 1 Mile
2. Delta Automotive	Colbert	103 S. Atlanta Avenue	Sheffield	35660	66,000	1	US Highway 72 3 Miles
3. Gales Building #1	Colbert	208 Gann Boulevard	Tuscumbia	35674	6,000	1	US Highway 72 1 Mile
4. Layfield CNC	Colbert	1707 West 8 th Street	Sheffield	35660	7,500	2	US Highway 72 3 Miles
5. May Building #1	Colbert	107 Commerce Street	Muscle Shoals	35661	6,000	1	US Highway 43 1 Mile
6. May Building #4	Colbert	121 Commerce Street	Muscle Shoals	35661	5,000	1	US Highway 72 1 Mile
7. Martin Industries-Sheffield	Colbert	1607 W. 16 th Street	Sheffield	35660	268,707	20	US Highway 43 3 Miles
8. Martin-Aycock 3	Colbert	1926 Webster	Muscle Shoals	35661	3,750	Not available	Not available N/A
9. Nabisco Building	Colbert	201 W. 20 th Avenue	Sheffield	35660	18,347	1	US Highway 72 3 Miles
10. Paper & Chemical	Colbert	207 Frankfort Avenue	Sheffield	35660	18,400	1	US Highway 72 4 Miles
11. PFI Building	Colbert	Gann Boulevard	Tuscumbia	35674	7,500	1	US Highway 72 1 Mile
12. River Oaks Building	Colbert	3600 Hatch Boulevard	Sheffield	35660	53,860	10	US Highway 43 1 Mile
13. TVA Multipurpose Building	Colbert	Reservation Road	Muscle Shoals	35661	53,086	3,000	US Highway 43 1 Mile
14. TVA Office Service Warehouse	Colbert	Reservation Road	Muscle Shoals	35661	36,000	2	US Highway 72 1 Mile
15. TVA 5-Story Office Tower	Colbert	Reservation Road	Muscle Shoals	35661	43,500	3,000	US Highway 72 1 Mile
16. TVA Office Warehouse Annex	Colbert	Reservation Road	Muscle Shoals	35661	21,000	3,000	US Highway 43 1 Mile
17. Wise Alloys	Colbert	4805 Second Street	Muscle Shoals	35661	120,000	100	US Highway 72 2 Miles

COLBERT COUNTY - AVAILABLE SITES

SITE NAME	COUNTY	ADDRESS	CITY	ZIP CODE	ACREAGE	PROXIMITY TO HIGHWAY
1. Barton Riverfront Industrial Park	Colbert	Haley Road	Tuscumbia	35674	785	US Highway 72 < 1 Mile
3. Bishop Property	Colbert	East 6 th Street	Tuscumbia	35674	18	US Highway 43 & 72 1 Mile
4. Cherokee Nitrogen Site	Colbert	3 miles northeast of Cherokee 18 miles northwest of Tuscumbia	Cherokee	35616	330	US Highway 72 3 Miles
5. Cherokee West	Colbert	3 miles west of Cherokee	Cherokee	35616	950	US Highway 72 3 Miles
6. Dry Creek	Colbert	US Highway 72 West 6 miles west of Tuscumbia	Tuscumbia	35674	67	US Highway 72 < 1 Mile
7. Littleville Industrial Park	Colbert	Highway 43	Littleville	36550	27	US Highway 43 < 1 Mile
8. Maulding Site	Colbert	US Highway 20/157 1 mile east of Hwy 20/157	Muscle Shoals	35661	150	US Highway 20 < 1 Mile
9. Muhlendorf Site	Colbert	2 miles East of Muscle Shoals City	Muscle Shoals	35661	65	US Highway 20 1 Mile
10. Oxychem Site	Colbert	Wilson Dam Road	Muscle Shoals	35661	600	US Highway 43 2 Miles
11. Sheffield Industrial Park	Colbert	Eighth Street SW	Sheffield	35660	12	US Highway 43 2 Miles
12. Shoals Commerce Park	Colbert	Denton Drive	Tuscumbia	35674	56	US Highway 20 < 1 Mile
13. Shoals Research Airpark	Colbert	2929 East Sixth Street	Muscle Shoals	35661	410	US Highway 43 3 Miles
14. Wise North Site	Colbert	River Road	Muscle Shoals	35661	350	US Highway 72 3 Miles

CULLMAN COUNTY - AVAILABLE BUILDINGS

BUILDING NAME	COUNTY	ADDRESS	CITY	ZIP CODE	SQUARE FEET	ACREAGE	PROXIMITY TO HIGHWAY
1. Clemmons & Clemmons Speculative Building	Cullman	Old Hanceville Highway	Cullman	35055	10000	2	AL Highway 69 < 1 Mile
2. Cullman Speculative Building # 5	Cullman	1210 24 th Street, Southwest	Cullman	35055	99000	16	AL Highway 69 < 1 Mile
3. Cullman Warehouse Building	Cullman	419 3 rd Avenue	Cullman	35055	96000	2	US Highway 31 < 1 Mile
4. Fowler Building	Cullman	Highway 157 West	Cullman	35055	7592	1	AL Highway 157 < 1 Mile
5. Garrison Trucking	Cullman	Highway 278 East	Cullman	35055	5400	3	US Highway 278 < 1 Mile
6. Jack Montgomery Building	Cullman	County Road 1117	Cullman	35055	5000	1	US Highway 278 1 Mile
7. Old Pool Supply Building	Cullman	Highway 69 Good Hope	Cullman	35055	2400	2	AL Highway 69 < 1 Mile
8. Persall Buildings	Cullman	10990 AL Highway 157	Cullman	35078	41250	5	AL Highway 157 < 1 Mile
9. Ski Nautique Building	Cullman	Highway 31 South	Cullman	35077	4800	2	US Highway 31 < 1 Mile

CULLMAN COUNTY - AVAILABLE SITES

SITE NAME	COUNTY	ADDRESS	CITY	ZIP CODE	ACREAGE	PROXIMITY TO HIGHWAY
1. Alexander Property	Cullman	2 miles North of 157	Cullman	35055	137	US Highway 31 < 1 Mile
2. Cullman Industrial Park II	Cullman	AL Highway 69	Cullman	35055	8.30	AL Highway 69 < 1 Mile
3. Cullman Industrial Complex	Cullman	24 th Street & Golf Course Road	Cullman	35055	28	AL Highway 69 < 1 Mile
4. Cullman Industrial Park I	Cullman	AL Highway 69	Cullman	35055	20	AL Highway 69 < 1 Mile
5. Cullman Industrial Park III	Cullman	West of I-65 on County Road 222	Cullman	35055	30.50	AL Highway 69 < 1 Mile
6. Cullman Industrial Park IV	Cullman	Schmidt-Bauer Road and Logan Road	Cullman		139	Interstate 65 < 1 Mile
7. Cullman Industrial Park V	Cullman	US Highway 278 and AL Highway 157	Cullman	35057	114	US Highway 278 < 1 Mile
8. Cullman South Property	Cullman	County Road 490	Cullman	35055	350	Interstate 65 < 1 Mile
9. E.C. Gibbs Property	Cullman	1004 Arkadelphia Road	Hanceville	35077	120	AL Highway 91 < 1 Mile
10. Ege Property	Cullman	Golf Course Road	Cullman	35055	20	US Highway 31 < 1 Mile
11. Garden City Site # 1	Cullman	Arkadelphia Road	Garden City	35070	8.50	US Highway 31 < 1 Mile
12. Hanceville Industrial Park # 1	Cullman	N/A	Hanceville	35077	30	US Highway 31 < 1 Mile
13. Haynes Property	Cullman	1 mile South of Cullman	Cullman	35055	70	US Highway 31 < 1 Mile
14. J & J Properties	Cullman	Industrial Drive S.W.	Cullman	35055	6	AL Highway 69 < 1 Mile
15. P.C. Partners Property	Cullman	Goodwin Road	South Vinemont	35179	50	US Highway 31 < 1 Mile
16. Peinhardt Property	Cullman	County Road 490	Cullman	35055	600	AL Highway 69 1 Mile

DALLAS COUNTY - AVAILABLE BUILDINGS

BUILDING NAME	COUNTY	ADDRESS	CITY	ZIP CODE	SQUARE FEET	ACREAGE	PROXIMITY TO HIGHWAY
1. American Candy Building	Dallas	1107 Washington Street	Selma	36701	70800	4	US Highway 80 < 1 Mile
2. Citizens Parkway Building	Dallas	2927 Citizens Parkway Highway 22 East	Selma		24000	2	AL Highway 22 < 1 Mile
3. Co-op Building	Dallas	1200 Marie Foster Street	Selma		44763	3	US Highway 80 1 Mile
4. Cornerstone Building	Dallas	101 Avenue C, Craig Field	Selma	36701	18000	3	US Highway 80 1 Mile
5. Craig Building 251 – Hangar	Dallas	Craig Industrial Park US Highway 80 East	Selma	36701	28005	1	US Highway 80 1 Mile
6. Craig Industrial Park Speculative Building	Dallas	West Park Drive US Highway 80 East	Selma	36701	50000	13	AL Highway 41 1 Mile
7. Dallas Compress Building	Dallas	Alabama Avenue East	Selma	36701	36000	2	US Highway 80 1 Mile
8. Deans Barber Building	Dallas	706 Old Montgomery Highway	Selma	36701	38500	14	US Highway 80 1 Mile
9. Hughes Building	Dallas	Building 116 Avenue C	Selma	36701	23000	5	US Highway 80 1 Mile
10. Morrow, Morrow & Stoudenmire	Dallas	# 2 Green Street	Selma	36701	40880	3	US Highway 80 < 1 Mile
11. Prince LionHeart Building	Dallas	400 Medical Center Parkway	Selma	36701	24000	5	US Highway 80 2 Miles
12. Striplin Building	Dallas	904 Ravenwood Drive	Selma	36701	98851	13	US Highway 80 1 Mile

DALLAS COUNTY - AVAILABLE SITES

SITE NAME	COUNTY	ADDRESS	CITY	ZIP CODE	ACREAGE	PROXIMITY TO HIGHWAY
1. Bell Road Industrial Park	Dallas	Bell Road at Ravenwood Drive	Selma	36701	198	US Highway 80 1 Mile
2. Craig Industrial Complex	Dallas	US Highway 80 East	Selma	36701	700	US Highway 80 < 1 Mile
3. Selfield Industrial Park	Dallas	AL Highway 14 East	Selma	36701	114	AL Highway 14 1 Mile
4. South Dallas Build-to-Suit	Dallas	AL Highway 41 South	Selma	36701	20	AL Highway 41 < 1 Mile
5. South Dallas Godwin Site	Dallas	AL Highway 41 South Dallas Industrial Park	Selma	36701	305	AL Highway 41 < 1 Mile
6. South Dallas Industrial Park	Dallas	Adjacent to Craig Industrial Complex	Selma	36701	300	AL Highway 41 < 1 Mile

GREENE COUNTY - AVAILABLE BUILDINGS

BUILDING NAME	COUNTY	ADDRESS	CITY	ZIP CODE	SQUARE FEET	ACREAGE	PROXIMITY TO HIGHWAY
1. Greene County Speculative Building	Greene	Interstate 20/59 at Exit 32	Boligee	35443	50200	1500	AL Highway 14 1 Mile
2. T&WA, Inc.	Greene	1 Industrial Drive	Boligee	35462	58000	13	Interstate 59 1 Mile

GREENE COUNTY - AVAILABLE SITES

SITE NAME	COUNTY	ADDRESS	CITY	ZIP CODE	ACREAGE	PROXIMITY TO HIGHWAY
1. Crossroads of America	Greene	Exit 32 1-59/20	Boligee	35443	1300	AL Highway 14 1 Mile
2. Eutaw Industrial Site # 1	Greene	Prairie Avenue	Eutaw	35462	40	AL Highway 14 1 Mile
3. Eutaw Industrial Site # 2	Greene	Highway 43	Eutaw	35462	620	AL Highway 14 1 Mile

HALE COUNTY - AVAILABLE BUILDINGS

BUILDING NAME	COUNTY	ADDRESS	CITY	ZIP CODE	SQUARE FEET	ACREAGE	PROXIMITY TO HIGHWAY
1. None Available	Hale						

HALE COUNTY - AVAILABLE SITES

SITE NAME	COUNTY	ADDRESS	CITY	ZIP CODE	ACREAGE	PROXIMITY TO HIGHWAY
1. Barnett Property	Hale	AL Highway 14 West 1.2 Miles west of Greensboro	Greensboro	36744	200	AL Highway 69 2 Miles
2. Hampton Hills	Hale	Highway 69 South	Moundville	35474	320	AL Highway 69 < 1 Mile

JEFFERSON COUNTY - AVAILABLE BUILDINGS

BUILDING NAME	COUNTY	ADDRESS	CITY	ZIP CODE	SQUARE FEET	ACREAGE	PROXIMITY TO HIGHWAY
1. 12 Office Park Circle	Jefferson	12 Office Park Circle Suite 115	Mountain Brook	35223	4,490	N/A	N/A N/A
2. 1401 Building	Jefferson	1401 21 st Street South	Birmingham	35205	14,400	N/A	N/A N/A
3. 1350 Alton Rd Office/Warehouse	Jefferson	1350 Alton Rd	Birmingham	35210	13,200	4	N/A N/A
4. 2101 Highland Avenue South	Jefferson	2101 Highland Avenue South	Birmingham	35205	67,000	N/A	N/A N/A
5. 2200 Lakeshore Dr Office Building	Jefferson	2200 Lakeshore Drive	Homewood	35209	40,230	2	AL Highway 31 1 Mile
6. 2222 Vanderbilt Rd Buildings	Jefferson	2222 & 2222-A Vanderbilt Road	Birmingham	35217	75,540	6	N/A N/A
7. 240A Lyon Lane Warehouse	Jefferson	240-A Lyon Lane	Birmingham	35209	19,880	N/A	Interstate 65 3 Miles
8. 2616 7 th Ave South	Jefferson	216 7 th Ave South	Birmingham	35233	3,750	1	N/A N/A
9. 2901 3 rd Ave N Warehouse	Jefferson	2901 3 rd s Ave N	Birmingham	35233	11,000	N/A	N/A N/A
10. 2936 35 th Ave N Bldg	Jefferson	2936 35 th Ave N	Birmingham	35027	100,000	7	Federal Highway 31 1 Mile
11. 3100 4 th Ave S Warehouse	Jefferson	3100 4 th Ave S	Birmingham	35233	14,000	1	N/A N/A
12. 3101 3 rd Ave S Bldg	Jefferson	3101 3 rd Ave S	Birmingham	35233	10,049	N/A	N/A N/A
13. 3423 Lorna Ln Office/Warehouse	Jefferson	3423 Lorna Lane	Hoover	35216	4,200	1	N/A N/A
14. 3427 Lorna Ln Office/Warehouse	Jefferson	3427 Lorna Lane	Hoover	35216	9,000	N/A	N/A N/A
15. 3515 Lorna Ridge Dr Bldg	Jefferson	3515 Lorna Ridge Dr	Hoover	35226	10,000	1	Federal Highway 31 2 Miles
16. 3801 Messer Airport Highway Bldg	Jefferson	3801 Messer Airport Highway	Birmingham	35222	20,000	N/A	N/A N/A
17. 3885 Pinson Valley Parkway	Jefferson	3885 Pinson Valley Parkway	Birmingham	35215	4,570	1	N/A N/A
18. 4012 2 nd Ave South Warehouse	Jefferson	4012 2 nd Ave S	Birmingham	35222	20,000	1	N/A N/A
19. 75 Bagby Drive Bldg	Jefferson	75 Bagby Drive	Homewood	35209	45,000	2	N/A N/A
20. 825 31 st Street N	Jefferson	825 31 st St N	Birmingham	35203	5,340	2	N/A N/A
21. 8 th Ave N Warehouse	Jefferson	3201-3225 8 th Ave N	Birmingham	35222	121,121	1	N/A N/A
22. ABC Supply Company	Jefferson	908 13 th St N	Birmingham	35204	31,500	1	N/A N/A
23. Active Services Building	Jefferson	2816 Columbiana Road	Vestavia Hills	35216	3,300	N/A	N/A N/A
24. Adamsville Warehouse	Jefferson	N/A	Adamsville	35005	33,300	1	N/A N/A
25. Airport Highway Park-7 th Ave	Jefferson	3636 B 7 th Ave N	Birmingham	35222	27,400	1	Interstate 20/59 1 Mile
26. Airport Highway Park-7 th Ave N	Jefferson	3636 C 7 th Ave N	Birmingham	35222	25,200	N/A	N/A N/A
27. Airport Highway Park Complex	Jefferson	7 th Ave N	Birmingham	35222	312,398	34	N/A N/A
28. Airport Industrial Center	Jefferson	Airport	Birmingham		325,150	14	N/A N/A
29. Am Pac Tire	Jefferson	3000 35 th Ave N	Birmingham	35207	54,786	4	N/A N/A
30. Amsouth Harbert Plaze	Jefferson	1901 6 th Ave N	Birmingham	35203	613,746	1	Interstate 65/59 1 Mile
31. Amsouth Operations Center	Jefferson	720 39 th St N	Birmingham	35222	189,125	13	Interstate 20/59 1 Mile
32. Arso	Jefferson	802 41 st St N	Birmingham	35212	74,500	3	N/A N/A
33. Barber Business Park	Jefferson	Aquarius Drive & Gemini Circle	Homewood	35209	97,264	1	N/A N/A
34. Beacon Ridge Tower	Jefferson	Beacon Ridge Tower	Birmingham	35209	152,766	N/A	Interstate 65 1 Mile
35. BEBCO Bldg	Jefferson	2 nd Ave S @ 23 rd St	Birmingham	35222	24,000	1	N/A N/A
36. Bham Food Terminal Bldgs	Jefferson	Finley Ave W	Birmingham	35204	1,059,880	2	Interstate 65 1 Mile
37. Birmingham Fastener Facility	Jefferson	3917 Richard Arrington Jr Blvd	Birmingham	35234	74,697	5	Interstate 20/59 1 Mile
38. Birmingham Packaging	Jefferson	100 12 th St SW	Birmingham	35007	110,000	N/A	N/A N/A
39. Brookwood II	Jefferson	Highway 280 & Lakeshore Dr	Mountain Brook	35223	25,000	N/A	Interstate 20/59/459 5 Miles
40. Brunos Corporate Office	Jefferson	800 Lakeshore Parkway	Birmingham	35211	120,000	4	Interstate 65 2 Miles
41. BTW Building	Jefferson	1728 3 rd Ave N	Birmingham	35203	57,101	1	N/A N/A
42. Burgess Equipment Company	Jefferson	1203 1 st Ave SE	Birmingham	35073	12,250	2	N/A N/A
43. Business Center East	Jefferson	1401 Gadsden Highway	Trussville	35173	92,500	12	N/A N/A

JEFFERSON COUNTY - AVAILABLE BUILDINGS (continued)

BUILDING NAME	COUNTY	ADDRESS	CITY	ZIP CODE	SQUARE FEET	ACREAGE	PROXIMITY TO HIGHWAY	
44. Bymoco	Jefferson	1315 Commerce Street	Tarrant	35217	49,750	2	Interstate 20/59	2 Miles
45. C&K Industries	Jefferson	1004 Hoke Ave	Hueytown	35020	11,800	N/A	N/A	N/A
46. Cahaba Park South-Bldg 300	Jefferson	300 Cahaba Park Circle	Birmingham	35242	2,405	N/A	Interstate 459	4 Miles
47. Carr Cabinets	Jefferson	1130 Raimond Muscoda Rd	Bessemer	35020	58,310	9	N/A	N/A
48. Chapel Steel II-Ensley	Jefferson	2000 Ave C	Birmingham	35218	33,000	3	Interstate 59	1 Mile
49. Chase Park South	Jefferson	400 Chase Park South	Hoover	35244	58,000	N/A	N/A	N/A
50. Clark Steel	Jefferson	513 25 th South St	Birmingham	35210	63,000	5	N/A	N/A
51. Cole Centre	Jefferson	1100 East Park Drive	Birmingham	35235	40,000	N/A	Interstate 59	1 Mile
52. Colonial Bank Bldg	Jefferson	2101 20 th Place South	Homewood	35209	127,715	N/A	AL Highway 31	1 Mile
53. Colonial Center-Blue Lake	Jefferson	Blue Lake Drive	Birmingham	35243	166,723	N/A	AL Highway 150	3 Miles
54. Colonial Plaze	Jefferson	2101 6 th Ave N	Birmingham	35203	170,850	1	Interstate 20	1 Mile
55. Colonnade South	Jefferson	3535 Colonnade Parkway	Birmingham	35243	695,000	1	N/A	N/A
56. Commerce Square Business Park	Jefferson	1 st Ave S	Irondale	35210	6,150	N/A	N/A	N/A
57. Concord Center	Jefferson	2100 3 rd Ave N	Birmingham	35203	152,222	1	N/A	N/A
58. Concord Center Sublease Ste 800	Jefferson	2100 3 rd Ave N Suite 800	Birmingham	35203	4,217	N/A	N/A	N/A
59. Constar Plastics	Jefferson	120 W Oxmoor Rd	Homewood	35209	184,723	13	N/A	N/A
60. Deaton/Western Truck Terminal	Jefferson	317 Ave W	Birmingham	35214	73,617	41	Interstate 20/59	1 Mile
61. Del Monte Distribution Center	Jefferson	1573 Sterlite Dr	Birmingham	35215	293,000	37	Interstate 20/59	7 Miles
62. Distribution Center	Jefferson	Distribution Dr	Homewood	35209	515,000	29	N/A	N/A
63. Dixie Type Facility	Jefferson	124 Citation Court	Homewood	35209	35,000	4	N/A	N/A
64. Downtown Office/Loft 3 rd Ave N	Jefferson	1717 3 rd Ave N	Birmingham	35204	9,700	N/A	N/A	N/A
65. Dur-O-Wal	Jefferson	829-833 34 th St N	Birmingham	35222	28,080	2	N/A	N/A
66. East Lake Electric Building	Jefferson	7220 1 st Ave N	Birmingham	35206	10,000	1	N/A	N/A
67. Entrepreneurial Center	Jefferson	110 12 th St N	Birmingham	35203	48,000	2	N/A	N/A
68. Federal Reserve Building	Jefferson	724 Liberty Parkway	Vestavia Hills	35216	183,000	N/A	N/A	N/A
69. Financial Center	Jefferson	505 N 20 th St	Birmingham	35203	311,201	N/A	AL Highway 31	1 Mile
70. 1 st Ave N Warehouse	Jefferson	1605 1st Ave N	Birmingham	35203	161,776	1	N/A	N/A
71. First Commercial Bank Office	Jefferson	550 Montgomery Highway	Vestavia Hills	35216	21,000	N/A	N/A	N/A
72. Forest Square Shopping Center	Jefferson	Forestdale Blvd (HWY 78)	Birmingham		155,415	1	Interstate 20/59	5 Miles
73. GES Building	Jefferson	10012 th St SW	Birmingham	35211	110,000	10	Interstate 65	1 Mile
74. Graymont Distributioin	Jefferson	601 Graymont Dr	Birmingham	35203	21,000	N/A	Interstate 20/59/65	1 Mile
75. Green Drive Professional Park	Jefferson	6647 Green Dive	Trussville	35173	17,500	2	N/A	N/A
76. Hanna Steel	Jefferson	3100 Commerce Blvd	Fairfield	35064	156,000	7	N/A	N/A
77. Herzog Automotive	Jefferson	325 N Carson Rd	Birmingham	35215	82,000	1	N/A	N/A
78. Highpoint Office Center	Jefferson	Vestavia Parkway	Vestavia Hills	35216	140,000	15	AL Highway 150	4 Miles
79. Homewood Office Plaza	Jefferson	Woodcrest Place	Homewood	35209	80,000	N/A	N/A	N/A
80. Homewood Plazz Office Bldg	Jefferson	3125 Montgomery Highway	Homewood	35209	53,000	1	N/A	N/A
81. Hoover Business Park	Jefferson	3544 Lorna Ridge Drive	Hoover	35216	40,437	N/A	N/A	N/A
82. HSP Office Manufacturing	Jefferson	1000 11 th Court West	Birmingham	35204	33,500	2	Interstate 65	2 Miles
83. Hueytown Warehouse	Jefferson	16 Commerce Ave	Hueytown	35023	8,000	N/A	N/A	N/A
84. International Childrenswear	Jefferson	3500 6 th Ave S	Birmingham	35222	56,409	1	N/A	N/A
85. Interstate Industrial Park	Jefferson	5 th Ave & 24 th St	Bessemer	35023	1,009,526	116	Interstate 459/59	3 Miles
86. Iron Mountain Building	Jefferson	4100 Commerce Ave	Fairfield	35064	19,500	1	N/A	N/A

JEFFERSON COUNTY - AVAILABLE BUILDINGS (continued)

BUILDING NAME	COUNTY	ADDRESS	CITY	ZIP CODE	SQUARE FEET	ACREAGE	PROXIMITY TO HIGHWAY	
87. Jefferson Home/Ala Crankshaft	Jefferson	1432 Mims Ave SW	Birmingham	35211	49,750	11	Interstate 65	2 Miles
88. JeffMet Graham & Co Phase III	Jefferson	6600 Metropolitan Pkwy	Bessemer	35111	380,380	N/A	Interstate 20/59	1 Mile
89. Labarge Pipe & Steel Facility	Jefferson	801 Labarge Drive	Birmingham	35022	17,500	46	N/A	N/A
90. Lakeshore Crossing	Jefferson	201 London Pkwy	Birmingham	35209	59,891	74	Interstate 65	3 Miles
91. Lamson & Sessions Company Building	Jefferson	3101 27 th Avenue North	Birmingham	35207	24,000	24	AL Highway 31	1 Mile
92. Luckie Building	Jefferson	600 Luckie Drive	Birmingham	35223	68,873	N/A	US Highway 280	1 Mile
93. Luckie Building Sub-Lease	Jefferson	600 Luckie Drive	Birmingham	35223	4,124	N/A	US Highway 280	< 1 Mile
94. Magnolia Financial Center	Jefferson	1025 23 rd Street South	Birmingham	35205	17,000	N/A	N/A	N/A
95. Mayer Electric Building	Jefferson	6512 Oporto-Madrid Boulevard	Birmingham	35212	8,240	1	Interstate 20	1 Mile
96. Meadowcraft Building	Jefferson	4700 Pinson Valley Parkway	Birmingham	35215	500,000	28	US Highway 79	< 1 Mile
97. Medical Outpatient Space	Jefferson	2516 Columbiana Road	Birmingham	35216	3,300	N/A	N/A	N/A
98. Montclair Building	Jefferson	3928 Montclair Road	Mountain Brook	35213	4,311	N/A	N/A	N/A
99. Morgan Keegan Center	Jefferson	2900 Highway 280 East	Birmingham	35223	2,015	N/A	US Highway 280	< 1 Mile
100. Morrow Av Warehouse/Office	Jefferson	201 Morrow Av	Trussville	35173	4,250	N/A	US Highway 11	< 1 Mile
101. Mountain Brook Center-Sublease	Jefferson	2700 Highway 280 South	Mountain Brook	35223	1,403	1	US Highway 280	< 1 Mile
102. Mountain Brook Center-Sublease	Jefferson	Highway 280	Mountain Brook	35223	1,230	N/A	US Highway 280	< 1 Mile
103. Old Dixie Nut & Bolt	Jefferson	1735 Pleasant Give Road	Hueytown	35061	14,500	3	N/A	N/A
104. Omni Foods	Jefferson	2001 3 rd Avenue	Bessemer	35020	50,000	2	Interstate 59	1 Mile
105. Overlook Park Office Space	Jefferson	201 Office Park	Mountain Brook	35223	15,000	1	N/A	N/A
106. Oxmoor South Industrial Park	Jefferson	Oxmoor Court	Birmingham	35209	60,000	N/A	N/A	N/A
107. Park West Corporate Center	Jefferson	3867 Pine Lane	Bessemer	35022	18,390	1	Interstate 459	1 Mile
108. Perimeter Industrial Park	Jefferson	4961 Perimeter Way	Bessemer	35023	526,350	30	Interstate 459	< 1 Mile
109. Perimeter Park South - Building 1	Jefferson	Highway 280@ Interstate 459	Birmingham	35242	150,000	1	N/A	N/A
110. Pinson Medical Clinic	Jefferson	4410 Main Street	Birmingham	35126	13,000	2	N/A	N/A
111. Powder Plant Road Office/ Warehouse	Jefferson	Powder Plant Road	Bessemer	35020	28,000	6	Interstate 20	1 Mile
112. Red Cross Building	Jefferson	2225 3 rd Avenue North	Birmingham	35203	126,934	1	Interstate 65	1 Mile
113. REI Drayco	Jefferson	3950 Pinson Valley Parkway	Birmingham		16,981	1	N/A	N/A
114. River Village at Liberty Park	Jefferson	Liberty Park	Vestavia Hills	35216	115,000	1	N/A	N/A
115. Riverchase Galleria Off Tower	Jefferson	3000 Riverchase Galleria	Hoover	35226	275,000	1	Interstate 459	< 1 Mile
116. Roberts Industrial Drive Building	Jefferson	Roberts Industrial Drive	Birmingham		40,000	10	Interstate 59	1 Mile
117. Ryder Truck	Jefferson	4025 Commerce Avenue	Farifield	35064	13,040	3	Interstate 59	< 1 Mile
118. Shades Creek Business Park	Jefferson	2901 Oxmoor Shannon Road	Birmingham		60,493	1	Interstate 65	2 Miles
119. Shadesbrook Office Building	Jefferson	3300 Cahaba Road	Mountain Brook	35223	37,000	1	US Highway 280	< 1 Mile
120. Shaw Warehouse 36 th Street	Jefferson	3501 First Avenue South	Birmingham	35222	86,224	4	N/A	N/A
121. Southern Comfort Conversions	Jefferson	7769 Gadsden Highway	Trussville	35173	117,570	7	US Highway 59	3 Miles
122. Stockham Redevelopment	Jefferson	N/A	Birmingham		136,440	10	Interstate 20	< 1 Mile
123. Summitt Manufacturing	Jefferson	Interstate Industrial Park	Bessemer	35020	206,000	116	N/A	N/A
124. Tarrant Office Building	Jefferson	1104 Ford Avenue	Tarrant	35217	11,043	N/A	AL Highway 79	< 1 Mile
125. Third Avenue North Warehouse	Jefferson	2905 3 rd Avenue North	Birmingham	35203	18,000	1	N/A	N/A
126. Third Avenue South Warehouse	Jefferson	3005-3009 3 rd Avenue South	Birmingham	35233	16,000	1	Interstate 459	< 1 Mile
127. Thompson Building	Jefferson	5804 Oporto Madrid Boulevard	Birmingham	35210	8,300	2	Interstate 20	1 Mile

JEFFERSON COUNTY - AVAILABLE BUILDINGS (continued)

BUILDING NAME	COUNTY	ADDRESS	CITY	ZIP CODE	SQUARE FEET	ACREAGE	PROXIMITY TO HIGHWAY
128. Truck Service Facility	Jefferson	912 31 st Street North	Birmingham	35203	14,287	1	Interstate 20 1 Mile
129. Two North Twentieth Building	Jefferson	2 North 20 th Street	Birmingham	35203	4,230	1	N/A N/A
130. Unitech Prepress	Jefferson	3521 3 rd Avenue South	Birmingham	35222	15,000	1	N/A N/A
131. University Park Business Center	Jefferson	1200 3 rd Avenue South	Birmingham	35233	75,000	1	Interstate 65 < 1 Mile
132. Urban center at Liberty Park	Jefferson	Building 1500	Vestavia Hills	35242	104,000	1	Interstate 459 1 Mile
133. Venderbilt Dist Center (Box USA)	Jefferson	3340 Vanderbilt Road	Birmingham	35217	32,242	8	Interstate 20 < 1 Mile
134. Vestavia Centre	Jefferson	2090 Columbiana Road	Vestavia Hills	35216	14,772	1	Interstate 65 2 Miles
135. Vestavia Hills Office Building	Jefferson	1000 Chestnut Street	Vestavia Hills	35216	6,000	N/A	N/A N/A
136. Vestavia Office Building	Jefferson	905 Montgomery Highway	Vestavia Hills	35216	3,609	N/A	N/A N/A
137. Vestavia Office Park	Jefferson	200-300 Vestavia Parkway	Vestavia Hills	35216	4,096	N/A	N/A N/A
138. Wachovia Operations Center	Jefferson	140 65 th Street	Birmingham	35206	103,659	8	Interstate 20 < 1 Mile
139. West Park Drive Building	Jefferson	West Park Drive	Birmingham	35209	33,000	4	N/A N/A
140. Williams Bridge	Jefferson	2101 18 th Avenue North	Bessemer	35020	415,488	31	Interstate 59 < 1 Mile
141. Williams Metals	Jefferson	2700 19 th Street North	Birmingham	35207	15,000	1	N/A N/A
142. Williams Metals	Jefferson	2700 19 th Street North	Birmingham	35207	15,000	1	N/A N/A
143. Woodlands Industrial Park Buildings	Jefferson	Woodlands Industrial Drive Amber Hills Road	Birmingham		38,500	1	N/A N/A
144. Wyatt Safety Supply	Jefferson	119 Citation Court	Homewood	35209	35,661	1	Interstate 65 2 Miles

JEFFERSON COUNTY - AVAILABLE SITES

SITE NAME	COUNTY	ADDRESS	CITY	ZIP CODE	ACREAGE	PROXIMITY TO HIGHWAY
1. 5710 Amber Hills Rd Site	Jefferson	5710 Amber Hills Road	Trussville	35173	38	I-459 < 1 Mile
2. Academy Business Park	Jefferson	Exit # 108 of I-59/20	Bessemer	35023	50	I-459 2 Miles
3. Adamsville Industrial Park	Jefferson	Minor Parkway and Old Mine Road	Adamsville	35005	67	U.S. Highway 78 1 Mile
4. Alton Way	Jefferson	Alton Way and Alton Road	Birmingham	35210	24	U.S. Highway 11 < 1 Mile
5. Cahaba River Road Property	Jefferson	5100 Cahaba River Road	Birmingham	35215	18	N/A N/A
6. Coalburg Industrial Park	Jefferson	Just North of Daniel Payne Drive	Birmingham	35215	88	I-65 < 1 Mile
7. Corridor West	Jefferson	Powder Plant Road	Bessemer	35022	635	I-20/59 1 Mile
8. Corridor West Business Park	Jefferson	Powder Plant Road	Bessemer	35022	834	U.S. Highway 11 1 Mile
9. Daniel Payne Industrial Park	Jefferson	Daniel Payne Drive & Coalburg Road	Birmingham	35214	283	I-65 1 Mile
10. Empire Pipe (Consolidated)	Jefferson	5021 Cardinal Street	Trussville	35173	20	U.S. Highway 11 < 1 Mile
11. Ensley Site	Jefferson	Along 20 th Street	Birmingham	35215	450	I-20/59 1 Mile
12. Fifteenth Street Industrial Park	Jefferson	15 th Street Industrial Park	Hueytown	35023	18	U.S. Highway 11 1 Mile
13. Gardendale (North) Industrial Park	Jefferson	3475 Decatur Highway	Gardendale	35071	160	I-65 < 1 Mile
14. Gilmer Property -Pinson Valley	Jefferson	Pinson Valley Parkway	Tarrant	35126	70	I-59 7 Miles
15. Grants Mill Business Park	Jefferson	Grants Mill Road	Irondale	35210	100	I-459 < 1 Mile
16. Highway 78 Land	Jefferson	Highway 78	Birmingham	35215	60	I-459 1 Mile
17. Hueytown Site (Southern Coil)	Jefferson	Davey Allison Boulevard	Hueytown	35023	27	I-59 < 1 Mile
18. Jefferson Metropolitan Park LS	Jefferson	Lakeshore Parkway	Birmingham	35215	337	I-65 7 Miles

JEFFERSON COUNTY - AVAILABLE SITES (continued)

SITE NAME	COUNTY	ADDRESS	CITY	ZIP CODE	ACREAGE	PROXIMITY TO HIGHWAY	
19. Jefferson Metropolitan Park MC	Jefferson	At McCalla Old Tuscaloosa Hwy & McAshan Drive	Bessemer	35023	736	I -20	1 Mile
20. Labarge Pipe & Steel Site	Jefferson	801 – 803 Labarge Drive	Bessemer	35023	46	N/A	N/A
21. Lakeshore Crossings	Jefferson	201 London Parkway	Birmingham	35215	75	I-65	2 Miles
22. Lowetown Road Site	Jefferson	County Road 20 @ Lowetown Road	Birmingham	35215	450	N/A	N/A
23. Mid-Town Development Site	Jefferson	Valley Avenue/Vulcan Parkway	Birmingham	35215	12	N/A	N/A
24. Midfield Southern Ind District	Jefferson	Midfield Road	Birmingham	35215	15	U.S. Highway 11	1 Mile
25. Morgan Industrial Complex	Jefferson	Park	Bessemer	35023	70	AL Highway 150	1 Mile
26. Munger Property	Jefferson	Drive	Birmingham	35215	98	U.S. Highway 78	5 Miles
27. Old Leeds Park Site	Jefferson	4720 Alton Court	Irondale	35210	78	I -20	1 Mile
28. Oxmoor Corporate Park	Jefferson	Milan Parkway	Birmingham	35215	50	I-65	5 Miles
29. Oxmoor Valley	Jefferson	Shannon Wenonah Road @ Lakeshore Parkway	Birmingham	35215	1,200	I-65	4 Miles
30. Paden Park	Jefferson	I-59/20, Exit 104	Bessemer	35023	172	I-20	< 1 Mile
31. Parkwest Corporate Center	Jefferson	I-459 at Morgan Road	Bessemer	35023	40	U.S. Highway 11	3 Miles
32. Pawnee Village Road Site	Jefferson	Outside Center Point City Limits	Birmingham	35215	77	I-65	5 Miles
33. Queenstown Industrial Park	Jefferson	I-459 off Queenstown Road	Birmingham	35215	7	U.S. Highway 11	1 Mile
34. Ruffner Land	Jefferson	I-459	Birmingham	35215	235	U.S. Highway 11	1 Mile
35. Trinity Site	Jefferson	Iota Street South & 6 th Street South	Birmingham	35215	27	Interstate 65	1 Mile
36. Trussville Industrial Park	Jefferson	Commerce Circle	Trussville	35173	50	N/A	N/A
37. UAB Research Park at Oxmoor	Jefferson	Venice Road & Milan Court	Birmingham	35215	80	Interstate 65	5 Miles
38. Valley East Industrial Park - Phase III	Jefferson	Pinson Heights Road	Birmingham	35215	60	U.S. Highway 79	< 1 Mile
39. Valley East Industrial Park II	Jefferson	Sterilite Drive	Birmingham	35215	98	I-20/59	10 Miles

LAMAR COUNTY - AVAILABLE BUILDINGS

BUILDING NAME	COUNTY	ADDRESS	CITY	ZIP CODE	SQUARE FEET	ACREAGE	PROXIMITY TO HIGHWAY
1. Chromalox	Lamar	1199 County Road	Vernon	35592	190,000	15	U.S. Highway 278 10 Miles
2. Glenn Enterprises Inc.	Lamar	12135 Highway 96	Millport	35576	271,000	3	I-20/59 50 Miles
3. Omni Building	Lamar	Highway 278	Sulligent	35586	50,320	6	U.S. Highway 18 11 Miles

LAMAR COUNTY - AVAILABLE SITES

SITE NAME	COUNTY	ADDRESS	CITY	ZIP CODE	ACREAGE	PROXIMITY TO HIGHWAY
1. Lamar County Industrial Park	Lamar	Highway 18 East	Vernon	35592	318	U.S. Highway 18 1 Mile
2. Vernon Industrial Site	Lamar	P. O. Box 357	Vernon	35592	122	U.S. Highway 18 2 Miles

LAUDERDALE COUNTY - AVAILABLE BUILDINGS

BUILDING NAME	COUNTY	ADDRESS	CITY	ZIP CODE	SQUARE FEET	ACREAGE	PROXIMITY TO HIGHWAY
1. Foundry of the Shoals	Lauderdale	201 Commerce	Florence	35630	176,349	12	U.S. Highway 133 2 Miles
2. Greens Machine	Lauderdale	415 Gerrard Drive	Florence	35630	5,000	1	U.S. Highway 133 2 Miles
3. Knitting 2000	Lauderdale	4025 Parkway Drive	Florence	35630	87,500	4	U.S. Highway 133 1 Mile
4. Lexington Fabrics-Central	Lauderdale	4700 County Road 81	Florence	35630	20,000	8	U.S. Highway 20 1 Mile
5. Lexington-Cotton Gin	Lauderdale	County Road 51	Brundidge	35648	45,000	6	U.S. Highway 101 1 Mile
6. Martin Industries	Lauderdale	1120 North Royal Avenue	Florence	35630	19,563	1	U.S. Highway 72 2 Miles
7. MH Precision	Lauderdale	615 Thompson Street	Florence	35630	15,000	3	U.S. Highway 43/72 < 1 Mile
8. Roberson Road Complex	Lauderdale	3201 – 3211 Roberson Road	Florence	35630	41,920	15	U.S. Highway 133 1 Mile
9. Superior Tool & Die	Lauderdale	4148 Helton Drive	Florence	35630	12,930	3	N/A N/A
10. Wylie Properties #14	Lauderdale	4031 Parkway Drive	Florence	35630	20,000	8	N/A N/A

LAUDERDALE COUNTY - AVAILABLE SITES

SITE NAME	COUNTY	ADDRESS	CITY	ZIP CODE	ACREAGE	PROXIMITY TO HIGHWAY
1. Florence Park, Alexander Add.	Lauderdale	Helton Drive	Florence	35630	64	U.S. Highway 133 < 1 Mile
2. Florence-Lauderdale Ind. Park	Lauderdale	Helton Drive	Florence	35630	650	U.S. Highway 133 < 1 Mile
3. Rogersville Industrial Park	Lauderdale	Barnett Landing Road	Rogersville	35652	119	U.S. Highway 207 1 Mile

MADISON COUNTY - AVAILABLE BUILDINGS

BUILDING NAME	COUNTY	ADDRESS	CITY	ZIP CODE	SQUARE FEET	ACREAGE	PROXIMITY TO HIGHWAY	
1. 400 Diamond Drive	Madison	400 Diamond Drive	Huntsville	35806	95000	24	AL Highway 20	2 Miles
2. 8600 South Memorial Parkway	Madison	8600 South Memorial Parkway	Huntsville	35802	193540	12	N/A	N/A
3. Airport Distribution Center	Madison	Short Pike Road	Huntsville	35824	208000	15	AL Highway 20	1 Mile
4. Commerce Center	Madison	2101 West Clinton Avenue	Huntsville	35801	91985	5	N/A	N/A
5. Daimler Chrysler Building	Madison	103 Wynn Drive	Huntsville	35806	232054	35	N/A	N/A
6. Intergraph Building 100	Madison	301 Cochran Road	Huntsville	35824	72000	2	N/A	N/A
7. Intergraph Building 200	Madison	290 Dunlop Blvd	Huntsville	35824	175620	2	N/A	N/A
8. Intergraph Building 23A	Madison	230 Business Park Blvd	Huntsville	35758	38624	1	N/A	N/A
9. Intergraph Building 23B	Madison	238 Business Park Blvd	Huntsville	35758	37600	1	N/A	N/A
10. Intergraph Building 24A	Madison	241 Business Park Blvd	Huntsville	35758	38624	1	N/A	N/A
11. Intergraph Building 24B	Madison	245 Business Park Blvd	Huntsville	35758	37600	1	N/A	N/A
12. Intergraph Building 300	Madison	300 Madison Business Park	Huntsville	35894	100000	2	N/A	N/A
13. Intergraph Building 500	Madison	285 Dunlop Blvd	Huntsville	35824	38000	1	N/A	N/A
14. ITEC Building	Madison	520 Green Cove Road	Huntsville	35805	80000	18	Interstate 565	10 Miles
15. Jetplex Center	Madison	2995 Wall Triana Highway	Huntsville	35824	147000	20	Interstate 65	8 Miles
16. Jetplex Distribution Services	Madison	351 Electronics Blvd	Huntsville	35824	83000	9	Federal Highway	10 Miles
17. Jetplex 1 Distribution Center	Madison	151 Jetplex Blvd	Huntsville	35824	95000	9	Federal Highway 72	7 Miles
18. Park West Center	Madison	103 Quality Circle	Huntsville	35806	60000	7	N/A	N/A
19. Perfect Home Building	Madison	2845 Wall Triana Highway	Huntsville	35824	119820	17	Interstate 565	2 Miles
20. Qualitest Building	Madison	1236 Jordan Road	Huntsville	35811	68000	5	N/A	N/A
21. Southpoint Building 130-99	Madison	5651 Endeavor Way	Huntsville	35813	108960	13	N/A	N/A
22. Trade Zone Office Center	Madison	2901 Wall Triana Highway	Huntsville	35824	45000	3	Federal Highway 72	7 Miles
23. Unisys Building	Madison	4000 South Memorial Parkway	Huntsville	35802	95000	18	N/A	N/A

MADISON COUNTY - AVAILABLE SITES

SITE NAME	COUNTY	ADDRESS	CITY	ZIP CODE	ACREAGE	PROXIMITY TO HIGHWAY	
1. Chase Industrial Park	Madison	Highway 72 East	Huntsville	35811	1700	Interstate 565	2 Miles
2. Cummings Research Park	Madison	Research Park Blvd	Huntsville	35806	3840	AL Highway 20	1 Mile
3. Jeplex Industrial Park South Site	Madison	New Swancott Road	Huntsville	35824	53.30	Interstate 565	< 1 Miles
4. Jetplex Industrial Park	Madison	I-565/Glen Hearn Blvd	Huntsville	35824	4000	AL Highway 20	2 Miles
5. Lowe Industrial Park	Madison	Wall Triana Highway	Huntsville	35805	900	AL Highway 20	2 Miles
6. North Huntsville Industrial Park	Madison	Pulaski Pike & Bob Wade Lane	Huntsville	35806	500	N/A	N/A
7. Thornton Research Park	Madison	Interstate 565	Huntsville	35806	400	AL Highway 20	1 Mile

MARENGO COUNTY - AVAILABLE BUILDINGS

BUILDING NAME	COUNTY	ADDRESS	CITY	ZIP CODE	SQUARE FEET	ACREAGE	PROXIMITY TO HIGHWAY
1. Linden Manufacturing Bldg	Marengo	803 East Coats Avenue	Linden	36748	50000	3	Federal Highway 80 16 Miles
2. McClain EZ Pak	Marengo	970 Airport Industrial Park Road	Demopolis	36732	102000	88	Federal Highway 80 1 Mile
3. Spec Building #1	Marengo	North Industrial Drive	Demopolis	36732	41250	9	AL Highway 43 3 Miles

MARENGO COUNTY - AVAILABLE SITES

SITE NAME	COUNTY	ADDRESS	CITY	ZIP CODE	ACREAGE	PROXIMITY TO HIGHWAY
1. Airport Industrial Park	Marengo	Highway 80 West	Demopolis	36732	100	AL Highway 69 13 Miles
2. Curtis Site	Marengo	Highway 80 West	Demopolis	36732	47	AL Highway 69 13 Miles
3. Industrial Park South	Marengo	State Road 21	Demopolis	36732	135	AL Highway 69 13 Miles
4. Jane's Site	Marengo	1624 Lock and Dam Road	Demopolis	36732	12	Federal Highway 43 4 Miles
5. Linden Industrial Park	Marengo	US Highway 43	Linden	36748	250	Federal Highway 80 16 Miles
6. Miller Site 1	Marengo	1626 Lock and Dam Road	Demopolis	36732	22	Federal Highway 43 4 Miles
7. Miller Site 2	Marengo	1620 Lock and Dam Road	Demopolis	36732	17	Federal Highway 43 4 Miles

MARION COUNTY - AVAILABLE BUILDINGS

BUILDING NAME	COUNTY	ADDRESS	CITY	ZIP CODE	SQUARE FEET	ACREAGE	PROXIMITY TO HIGHWAY
1. Bob Lawrence Property	Marion	1114 County Road 63	Winfield	35594	19,800	5	AL Highway 129 2 Miles
2. Brilliant Homes	Marion	11061 Highway 129 North	Brilliant	35548	120,550	15	AL Highway 129 < 1 Mile
3. Crimson Industries, Inc	Marion	674 County Road 65	Bear Creek	35543	110,000	29	AL Highway 13 2 Miles
4. Fruit-of-the-Loom	Marion	Cotton Mill Facility	Winfield	35594	240,000	15	N/A N/A
5. Munsingwear Bldg	Marion	580 14 th Street North	Guin	35563	82,000	5	AL Highway 78 < 1 Mile
6. Shoals Supply	Marion	Highway 5 & Highway 13	Bear Creek	35543	120,000	10	AL Highway 13 < 1 Mile
7. Tennessee River Incorporated	Marion	10 th Avenue Southeast	Hamilton	35570	187,706	48	AL Highway 43 1 Mile

MARION COUNTY - AVAILABLE SITES

SITE NAME	COUNTY	ADDRESS	CITY	ZIP CODE	ACREAGE	PROXIMITY TO HIGHWAY
1. Bedford Industrial Park	Marion	Highway 278 East	Hamilton	35570	79	US Highway 278 < 1 Mile
2. Black Creek Mega Site	Marion	US Highway 78 at Highway 129	Winfield	35594	1,600	US Highway 78 < 1 Mile
3. Brilliant Interstate Property	Marion	Highway 129 and I-22	Brilliant	35548	82	Interstate 22 1 Mile
4. Fulton Bridge Industrial Park	Marion	Hamilton Interstate 22	Hamilton	35570	238	Interstate 22 < 1 Mile
5. Guin I-22 Commercial Property	Marion	Intersection of Highway 44 & Interstate 22	Guin	35563	200	AL Highway 44 < 1 Mile
6. Guin Interstate Site	Marion	Intersection of Highway 44 & Interstate 22	Guin	35563	350	AL Highway 44 < 1 Mile
7. Hackleburg Site 2	Marion	31303 SR 253	Hackleburg	35564	72	US Highway 43 2 Miles
8. Hamilton Airport Site	Marion	Highway 43/78	Hamilton	35570	20	US Highway 43 1 Mile
9. North Winfield Industrial Park	Marion	Highway 129	Winfield	35594	240	US Highway 78 < 1 Mile
10. Weston Industrial Exit 7	Marion	Exit 7	Hamilton	35570	385	US Highway 78 < 1 Mile
11. Weston-Hamilton Site	Marion	2015 County Road 94	Hamilton	35570	400	US Highway 278 < 1 Mile
12. Winfield Industrial Park	Marion	N/A	Winfield	35594	10	AL Highway 171 1 Mile

MOBILE COUNTY - AVAILABLE BUILDINGS

BUILDING NAME	COUNTY	ADDRESS	CITY	ZIP CODE	SQUARE FEET	ACREAGE	PROXIMITY TO HIGHWAY
1. 6265 Rangeline Road Building	Mobile	6265 Rangeline Road	Mobile	36582	18,100	1	AL Highway 163 < 1 Mile
2. 7535 Theodore-Dawes Rd. Building	Mobile	7535 Theodore Dawes Road	Theodore	36582	25,600	4	Interstate 10 < 1 Mile
3. BPI	Mobile	5445 Business Parkway	Mobile	36582	18,000	1	N/A N/A
4. Lee Jeans Building	Mobile	12159 Padgett Switch Road	Bayou La Batre	36509	96,172	1	Interstate 10 12 Miles
5. Norden Paper	Mobile	Hamilton Road	Mobile	36582	107,520	48	U.S. Highway 90 1 Mile
6. North Schillinger Warehouse	Mobile	1600 North Schillinger Road	Mobile	36695	34,000	14	N/A N/A
7. Seemans Fiberglass	Mobile	5880 Middle Road	Mobile	36582	9,960	2	U.S. Highway 90 < 1 Mile
8. South University Campus	Mobile	1400 S. University Blvd.	Mobile	36609	93,795	32	Interstate 65 3 Miles
9. Teague Building	Mobile	519 Bay Shore Avenue	Mobile	36607	86,000	3	U.S. Highway 98 < 1 Mile

MOBILE COUNTY - AVAILABLE SITES

SITE NAME	COUNTY	ADDRESS	CITY	ZIP CODE	ACREAGE	PROXIMITY TO HIGHWAY
1. 3650 Hwy 90 W. (Harris B. P.)	Mobile	3650 Highway 90 West	Mobile		10	US Highway 43 < 1 Mile
2. 4345 Halls Mill Rd	Mobile	4345 Halls Mill Road	Mobile	36693	13	Interstate 10 1 Mile
3. Acordis Site	Mobile	12740 US Highway 43 located in Axis	Creola	36505	325	US Highway 43 < 1 Mile
4. Anton Street Site	Mobile	2421 Anton Street	Mobile	36612	9	US Highway 98 < 1 Mile
5. ASPA - Hamilton Blvd. (South)	Mobile	Theodore Industrial District of South Hamilton Boulevard	Mobile	36590	141	AL Highway 163 < 1 Mile
6. Atchison Tract	Mobile	McDonald Road and Willard Road	Mobile		544	US Highway 90 1 Mile
7. Breezy Pines Site	Mobile	Interstate 10 & Interstate 65 Halls Mill Road	Mobile		118	Interstate 10 < 1 Mile
8. Brookley Complex	Mobile		Mobile	36615	150	Interstate 10 < 1 Mile
9. Cooper I-10 Property	Mobile	Interstate 10 & Mobile South Street	Mobile	36582	75	Interstate 10 1 Mile
10. Creola Investments	Mobile	Interstate 65	Creola	36572	3,000	US Highway 43 < 1 Mile
11. Cypress Business Park	Mobile	Interstate 10 at Rangeline Road	Mobile	36619	200	Interstate 10 < 1 Mile
12. Former IP Tract Port of Mobile	Mobile	Paper Mill Road	Mobile	36610	200	Interstate 10 < 1 Mile
13. GAMXX Theodore Refinery	Mobile	Rangeline Road & Hamilton Boulevard	Mobile	36582	129	Interstate 10 3 Miles
14. Himont-Montell USA	Mobile	Degussa Road past Huls America	Mobile	36582	230	AL Highway 193 1 Mile
15. McDonald Road @ I-10 Site	Mobile	McDonald Road & I-10 site	Mobile		60	Interstate 10 < 1 Mile
16. McGowin Park	Mobile	SE Corner of Highway 90/I-65	Mobile	36606	90	US Highway 90 < 1 Mile
17. McGowin Property	Mobile	½ Mile West of Rangeline- N. side of Road	Mobile	36582	350	AL Highway 193 < 1 Mile
18. Mobile Bay Woodchip Center	Mobile	7875 Dauphin Island Parkway	Mobile	36582	26	AL Highway 193 1 Mile
19. Mobile Commerce Park	Mobile	1 Mile South of I-10	Mobile	36619	100	US Highway 90 1 Mile
20. Movico	Mobile	US Highway 43-1 Mile South of Mount Vernon	Mount Vernon	36560	800	US Highway 43 < 1 Mile
21. NAGTI Site (Parcel A)	Mobile	Mobile Bay	Mobile	36605	28	AL Highway 163 1 Mile
22. Norfolk Southern Saraland Site	Mobile	Highway 43 South of Mobile River Industrial Park	Saraland	36571	130	Interstate 65 2 Miles
23. North Side of Baldwin Road	Mobile	Burlington Northern	Satsuma	36572	16	US Highway 43 1 Mile
24. Rangeline Road @ I-10 Site	Mobile	Rangeline Road @ I-10	Mobile	N/A	70	Interstate 10 < 1 Mile

MOBILE COUNTY - AVAILABLE SITES (continued)

SITE NAME	COUNTY	ADDRESS	CITY	ZIP CODE	ACREAGE	PROXIMITY TO HIGHWAY
25. Roe Tract	Mobile	I-65, Exit 22	Creola	36525	257	Interstate 65 < 1 Mile
26. Salco #2	Mobile	5 miles North of I-65	Creola	36505	227	US Highway 43 < 1 Mile
27. Southport Industrial Estate	Mobile	South Hamilton Blvd., ½ mile west of Rangeline Rd.	Mobile	36582	43	U.S. Highway 90 1.70 Miles
28. Tensaw Tract	Mobile	Highway 43	Mount Vernon	36513	3,467	US Highway 43 < 1 Mile

MONROE COUNTY - AVAILABLE BUILDINGS

BUILDING NAME	COUNTY	ADDRESS	CITY	ZIP CODE	SQUARE FEET	ACREAGE	PROXIMITY TO HIGHWAY
1. Frisco City Industrial Board	Monroe	115 Medline Ave	Frisco City	36445	75000	5	Federal Highway 84 5 Miles

MONROE COUNTY - AVAILABLE SITES

SITE NAME	COUNTY	ADDRESS	CITY	ZIP CODE	ACREAGE	PROXIMITY TO HIGHWAY
1. Monroe Co Airport IP	Monroe	Monroeville Airport	Monroeville	36460	32	Interstate 84 1 Mile
2. Monroeville Industrial Park	Monroe	Highway 21 South	Monroeville	36460	90	Federal Highway 84 1 Mile

PERRY COUNTY - AVAILABLE BUILDINGS

BUILDING NAME	COUNTY	ADDRESS	CITY	ZIP CODE	SQUARE FEET	ACREAGE	PROXIMITY TO HIGHWAY
1. DeWitt	Perry	Jansses Avenue	Uniontown	36786	50284	3	AL Highway 61 1 Mile
2. OT Fabricating, Inc	Perry	CO RD 35 & CO RD 45	Marion	36756	28400	11	AL Highway 5 1 Mile

PERRY COUNTY - AVAILABLE SITES

SITE NAME	COUNTY	ADDRESS	CITY	ZIP CODE	ACREAGE	PROXIMITY TO HIGHWAY
1. City of Marion Property	Perry	AL Highway 5	Marion	36756	45	Federal Highway 80 10 Miles
2. Eagle Shop	Perry	Church Street	Uniontown	36786	10	AL Highway 61 1 Mile
3. King Pharr	Perry	Between James Ave. & Village Mill Road	Uniontown	36786	9	AL Highway 61 1 Mile
4. Marion Industrial Park	Perry	AL Highway 5	Marion	36756	72	Federal Highway 80 20 Miles
5. Perry County Enterprise Zone	Perry	PO Drawer 959	Marion	36756	274	Federal Highway 80 23 Miles
6. Uniontown Industrial Park	Perry	Janssen Drive	Uniontown	36786	40	AL Highway 61 1 Mile
7. Vaiden Industrial Complex	Perry	PO Drawer 959	Marion	36756	385	Federal Highway 80 6 Miles

PICKENS COUNTY - AVAILABLE BUILDINGS

BUILDING NAME	COUNTY	ADDRESS	CITY	ZIP CODE	SQUARE FEET	ACREAGE	PROXIMITY TO HIGHWAY
1. Hudson Building	Pickens	523 Hudson Drive	Gordo	35466	6,400	1	U.S. Highway 82 < 1 Mile
2. Reform Manufacturing Co	Pickens	US Highway 82 West	Reform	35481	30,000	2	U.S. Highway 82 < 1 Mile

PICKENS COUNTY - AVAILABLE SITES

SITE NAME	COUNTY	ADDRESS	CITY	ZIP CODE	ACREAGE	PROXIMITY TO HIGHWAY
1. Aliceville Industrial Park	Pickens	Highway 17 South	Aliceville	35442	50	AL Highway 17 < 1 Mile
2. Beville-Hook Port	Pickens	Highway 17	Aliceville	35442	20	AL Highway 17 < 1 Mile
3. Clements Site	Pickens	Highway 17 South	Reform	35481	68	AL Highway 17 < 1 Mile
4. Gates Lodge	Pickens	N/A	Pickensville	35442	1348	AL Highway 14 < 1 Mile
5. Ringo Bluff	Pickens	N/A	Pickensville	35442	400	AL Highway 14 4 Miles
6. Somerville Site	Pickens	1185 Industrial Drive & Baptist Line Road	Aliceville	35442	239	N/A N/A
7. Vienna	Pickens	Old Tenn-Tombigbee Waterway	Aliceville	35442	790	AL Highway 14 6 Miles

SUMTER COUNTY - AVAILABLE BUILDINGS

BUILDING NAME	COUNTY	ADDRESS	CITY	ZIP CODE	SQUARE FEET	ACREAGE	PROXIMITY TO HIGHWAY
1. McGregor Printing Corporation	Sumter	355 McGregor Road	York	36925	125,000	19	U.S. Highway 11 < 1 Mile
2. Southwest Paper Sales	Sumter	North Industrial Park	Livingston	35470	19,440	8	U.S. Highway 11 1 Mile
3. Sumter Packaging CSC	Sumter	Mallard Road	York	36925	31,000	14	U.S. Highway 11 < 1 Mile
4. Sumter Warehouse	Sumter	107 Klondike Road	Livingston	35470	207,000	25	U.S. Highway 11 1 Mile
5. Weyerhaeuser Building	Sumter	N/A	Livingston	35470	N/A	30	U.S. Highway 11 < 1 Mile

SUMTER COUNTY - AVAILABLE SITES

SITE NAME	COUNTY	ADDRESS	CITY	ZIP CODE	ACREAGE	PROXIMITY TO HIGHWAY
1. Highway 28 East Site	Sumter	Highway 28 East	Livingston	35470	26	Interstate 20/59 10 Miles
2. Interstate Park	Sumter	McDowell Road	Livingston	35470	100	U.S. Highway 80 12 Miles
3. Port of Epes Site	Sumter	Highway 20	Epes	35460	500	U.S. Highway 11 1.50 Miles

TUSCALOOSA COUNTY - AVAILABLE BUILDINGS

BUILDING NAME	COUNTY	ADDRESS	CITY	ZIP CODE	SQUARE FEET	ACREAGE	PROXIMITY TO HIGHWAY	
1. 10th Avenue Building	Tuscaloosa	Near I-359 Interchange	Tuscaloosa	35405	22,000	1	Interstate 359	< 1 Mile
2. 5051 Jug Factory Warehouse	Tuscaloosa	5051 Jug Factory Road East	Tuscaloosa	35405	30,000	1	U.S. Highway 82	< 1 Mile
3. 5091 Jug Factory Warehouse	Tuscaloosa	5091 Jug Factory Road East	Tuscaloosa	35405	30,000	1	U.S. Highway 82	< 1 Mile
4. Cottondale Park Warehouse	Tuscaloosa	Cottondale Industrial Park	Tuscaloosa	35453	21,000	2	N/A	N/A
5. Moundville Warehouse Bldg	Tuscaloosa	12957 Carthage Branch Road	Tuscaloosa	35474	80,000	11	Interstate 20/59	13 Miles
6. Schragebeck Building	Tuscaloosa	9015 Energy Lane	Tuscaloosa	N/A	27,000	8	N/A	N/A
7. Skyland Awards Building	Tuscaloosa	2217 Skyland Blvd. East	Tuscaloosa	35405	24,000	1	U.S. Highway 82	1 Mile
8. Southern Tube Building	Tuscaloosa	702 Bear Creek Cutoff Road	Tuscaloosa	35405	12,000	6	U.S. Highway 82	< 1 Mile
9. TCIDA Speculative Building	Tuscaloosa	Boone Blvd., Tuscaloosa County Airport Industrial Park	Tuscaloosa		108,000	17	U.S. Highway 82	1 Mile

TUSCALOOSA COUNTY - AVAILABLE SITES

SITE NAME	COUNTY	ADDRESS	CITY	ZIP CODE	ACREAGE	PROXIMITY TO HIGHWAY	
1. Caffee Junction - Exit 97	Tuscaloosa	I-20/59 Exit 97 at Highway 11 East Round Ram	Tuscaloosa	35074	223	U.S. Highway 11	< 1 Mile
2. Cedar Cove Technology Park	Tuscaloosa	I-59 & Highway 11	Tuscaloosa	35401	450	U.S. Highway 11	< 1 Mile
3. Cottondale Industrial Park	Tuscaloosa	N/A	Cottondale	35453	70	U.S. Highway 11	< 1 Mile
4. Interstate Industrial Park	Tuscaloosa	I-20/59 Exit 77	Cottondale	35453	160	Interstate 20/59	< 1 Mile
5. Legacy Industrial Campus	Tuscaloosa	Daimler Benz Blvd	Tuscaloosa	35490	64	Interstate 20/59	< 1 Mile
6. Tuscaloosa Co Airport Industrial Park	Tuscaloosa	Robert Cardinal Road	Tuscaloosa	35406	450	U.S. Highway 82	< 1 Mile

WASHINGTON COUNTY - AVAILABLE BUILDINGS

BUILDING NAME	COUNTY	ADDRESS	CITY	ZIP CODE	SQUARE FEET	ACREAGE	PROXIMITY TO HIGHWAY	
1. None Available	Washington							

WASHINGTON COUNTY - AVAILABLE SITES

SITE NAME	COUNTY	ADDRESS	CITY	ZIP CODE	ACREAGE	PROXIMITY TO HIGHWAY	
1. Chatom Industrial Park	Washington	MKL	Chatom	36518	23	N/A	N/A
2. Ciba Site	Washington	Ciba Road	McIntosh	36553	309	U.S. Highway 43	1 Mile
3. Cricket Hill Industrial Site	Washington	Highway 43 and Poll Bayou Road	McIntosh	36553	24	U.S. Highway 43	< 1 Mile
4. Wagarville	Washington	Highway 43 North Sec 47, Township 5N-Range 1 East	Chatom	36518	400	U.S. Highway 43	1 Mile

WILCOX COUNTY - AVAILABLE BUILDINGS

BUILDING NAME	COUNTY	ADDRESS	CITY	ZIP CODE	SQUARE FEET	ACREAGE	PROXIMITY TO HIGHWAY
1. Artcraft Building	Wilcox	Highway 221	Camden	35726	173,400	8	AL Highway 221 < 1 Mile
2. Weyerhaeuser Particleboard	Wilcox	Between Camden and Pine Hill	Pine Hill	36769	173,400	39	U.S. Highway 10 < 1 Mile

WILCOX COUNTY - AVAILABLE SITES

SITE NAME	COUNTY	ADDRESS	CITY	ZIP CODE	ACREAGE	PROXIMITY TO HIGHWAY
1. Agee Tract	Wilcox	Alabama 5, within Pine Hill	Pine Hill	36769	72	AL Highway 5 < 1 Mile
2. Bonner Tract	Wilcox	On North Alabama 5	Pine Hill	36769	18	AL Highway 5 < 1 Mile
3. Chapman Site	Wilcox	108 Water	Camden	36726	141	AL Highway 10 < 1 Mile
4. Cook Site	Wilcox	114 Clifton Ferry Road	Pine Hill	36769	643	AL Highway 28 5 Miles
5. Pine Hill Industrial Park	Wilcox	Alabama Highway 10	Pine Hill	36769	80	AL Highway 10 < 1 Mile
5. Russell Woodlands Heavy Equipment	Wilcox	WACC, 110 Court St.	Camden	36726	100	AL Highway 41 2 Miles
6. Whiskey Run Road Industrial Park	Wilcox	Courthouse	Camden	36726	32	AL Highway 10 < 1 Mile

WINSTON COUNTY - AVAILABLE BUILDINGS

BUILDING NAME	COUNTY	ADDRESS	CITY	ZIP CODE	SQUARE FEET	ACREAGE	PROXIMITY TO HIGHWAY
1. Addison Dauphine Plant	Winston	Highway 278	Addison	35540	18,000	5	U.S. Highway 278 1 Mile
2. Addison Plant	Winston	N/A	Addison	35540	50,000	14	U.S. Highway 41 < 1 Mile
3. Alabama Furniture Distribution	Winston	124 North Industrial Park	Haleyville	35565	47,060	0	AL Highway 13 < 1 Mile
4. American Homestar	Winston	155 County Road 351	Lynn	35575	150,000	22	U.S. Highway 278 5 Miles
5. Bama Textile Building	Winston	1001 Alabama Avenue	Haleyville	35565	265,000	14	N/A N/A
6. Bankhead Furniture	Winston	Arley	Double Springs	35541	147,960	36	U.S. Highway 278 8 Miles
7. GJ Properties / Leon Dodd Bldg	Winston	8 miles South of Haleyville	Natural Bridge	35577	105,600	30	U.S. Highway 78 6 Miles
8. L P Warehouse/Chappell Family	Winston	Highway 13 North	Haleyville	35565	30,000	0	AL Highway 13 < 1 Mile
9. Leon Dodd/GJ Properties	Winston	Highway 13 North	Natural Bridge	35577	105,600	30	U.S. Highway 278 7 Miles
10. Marvin Wade Building	Winston	14515 Highway 278	Double Springs	35541	10,000	0	U.S. Highway 278 3 Miles

WINSTON COUNTY - AVAILABLE SITES

SITE NAME	COUNTY	ADDRESS	CITY	ZIP CODE	ACREAGE	PROXIMITY TO HIGHWAY
1. Addison Industrial Site	Winston	N/A	Addison	35540	24	U.S. Highway 278 < 1 Mile
2. Double Springs North Industrial Park	Winston	Highway 195 North	Double Springs	35553	86	U.S. Highway 278 3 Miles
3. Industrial Park	Winston	Highway 195 North	Double Springs	35553	12	U.S. Highway 278 3 Miles
4. Lynn Industrial Park	Winston	West Main Street	Lynn	35575	80	U.S. Highway 278 < 1 Mile
5. Old TMA Lumber	Winston	Blake Drive	Double Springs	35553	62	U.S. Highway 278 < 1 Mile